



# **The Confident Practice Manager**

Leadership development for you, your practice and your network

# About us

PCC has spent more than a decade at the forefront of primary care development, providing practical, expert support to general practice and the wider NHS.

An independent, not-for-profit organisation with roots in the NHS, we believe that primary care is the heart of the NHS and key to sustainability and transformation. We provide training and support to help solve pressing problems today and build longer term capability.

We run hundreds of events and workshops each year on different aspects of personal, team and organisational development. We also support national programmes – most recently the clinical pharmacists in general practice initiative, where we have helped hundreds of practices successfully to embed pharmacists in their teams.

# Feedback

- “I thought the course as whole was most enjoyable. We have changed our approach to dealing with other organisations how we work internally within our federation working to our strengths and we have some good ideas still to take forward.”
- “Great speakers – both generally and with specifics – and a good network of attendees too.”
- “[I valued] having access to great expertise in an environment where it was okay to ask questions.”
- “I thoroughly enjoyed the whole development set, even sessions where I had previously covered the content. What made it so enjoyable was the opportunity to apply learning in my workplace and to learn from and share with the wider group's experiences. It was also a very nice small group and we gelled well together.”
- “Time out to reflect and share information. Great to feel you are not alone in the challenges in the NHS.”
- “I have become more confident within my role. I do lead more effectively. I approach meetings with clear agendas and can negotiate more effectively.”

# The Confident Practice Manager

Practice managers have always played a vital role in general practice, as de facto business managers, HR managers, project managers, facilitators, problem solvers and all-rounders.

As pressures on general practice have increased, so have the demands of the practice manager's role. Primary care networks create new challenges. Not only will practices need to work more closely with each other, they will need to build links with other local health and care organisations. New clinical (and non-clinical) roles are joining the workforce. These people will need to be managed – and their roles explained to staff and patients.

PCNs raise questions about how practices share resources, how they work together to be sustainable, and how they improve collectively the services offered to patients. They also raise questions about how to preserve the intimacy and other cherished characteristics of local surgeries.

Running successful networks will require practice managers to:

- Hone their existing professional skills and acquire new ones
- Understand trends in primary care and how integrated working will impact the businesses they manage and their own roles
- Develop mutually supportive peer networks
- Become more confident and effective leaders.

The Confident Practice Manager programme is designed for those who aspire to improve in their leadership role in practice management. The programme brings together like-minded individuals in a safe and stimulating environment to learn together and share experiences, supported by experienced executive coaches who provide context and with expert input on a number of areas relevant to participants.

This programme aims to give practice managers knowledge and confidence to become more effective and higher achieving. It equips you with the resources to push on to the next stage of leadership and development of general practice.

Our programme consists of eight half-day sessions with learning that can be applied immediately, with time for reflection and practice between sessions.

This programme is available on our national event programme for individual practice managers to sign up to or we can run bespoke programmes in your area for a group of practices at dates and times to suit you.

## How it works

The programme consists of eight half-day sessions over nine months, allowing time between sessions for reflection. Sessions include regular opportunities to discuss current issues and seek solutions.

Each session combines expert facilitation by experienced practitioners in their field with knowledge-giving, discussion and opportunities to work through scenarios and problems. A qualified coach will lead the sessions and will be supported by other facilitators and experts throughout the programme.

Sessions are supplemented with selected further reading allowing participants to increase their knowledge in their own time.

Learning groups are encouraged to keep in touch with each other between sessions and to maintain relationships after the programme has ended.

Each group has its own dedicated closed networking space on NHS Networks, enabling participants to virtually network between and after sessions.

Capacity is limited to maximise the learning potential of the sessions and it is recommended you attend all sessions to get the most from the programme.

[Read on for programme details...](#)

# The role of the practice manager in the changing NHS

## Objectives

To understand the opportunities and challenges including:

- Primary care networks and the drivers of change
- Developing the workforce
- The role of general practice in the wider integrated care system

## Outcomes

Improved insights to:

- The role of primary care at the heart of health and social care services
- Potential levers of change
- The role of the leader in enabling change
- The importance of vision.

# Understanding people and leadership styles

## Objectives

The session introduces MBTI preferences and helps participants identify their best fit through exercises to:

- Illustrate different MBTI preferences
- Consider differences between types
- Understand how others are likely to react to your type
- Understand how to use the strengths of your type and help participants to identify areas for development.

## Outcomes

At the end of the session you will understand:

- Your preference type, its implications for you and its impact on others
- How your preferences can be used to best advantage to support your learning during the rest of the programme
- How MBTI preferences affect decision making and their impact on the management of conflict and change in your team or organisation
- Raised awareness of how best to provide information and work with different types
- Understanding of the roles needed in successful teams
- The different leadership styles
- The difference between management and leadership.

# Influencing skills

## Objectives

Influencing skills are vital for any manager, but even more important as organisations work outside traditional hierarchies and across organisational boundaries. In this session you will learn how to make the best of skills we possess naturally but rarely use to best effect.

- How to get your own way
- Negotiating skills
- Influencing techniques.

## Outcomes

At the end of this session, you will:

- Understand that an ability to negotiate effectively depends upon a willingness to develop positive, trusting relationships
- Apply the learning to particular issues and specific challenges in your practice teams and local health economies.

# Leading general practice through change

## Objectives

Rising demand, rising expectations of care and workforce shortages are creating irresistible pressure for change. In this session we explore change through the lens of organisational culture and the process of developing culture in teams and networks to engender change successfully and to support high quality and quality improvement.

The session looks at how best to bring people along with you during times of transformation; explores what makes an effective culture, and how to go about changing a culture that isn't working.

## Outcomes

At the end of the session, participants will:

- Understand what culture is and how it develops
- Understand the cultural "iceberg" – visible and unseen aspects of organisational culture
- Understand and recognise positive and negative cultural signs and symptoms
- Consider approaches for planning change in an organisation's values and people.

# Facilitation skills – make the most of meetings

This session introduces the concept of facilitation, explores the differences between facilitation, training and chairing, and allows delegates to practise some of the key techniques at the facilitator's disposal.

The session also focuses on how we present ourselves at meetings and works on increasing confidence and skills for specific and general learning.

## Objectives

- Consider the art of excellent facilitation of both people and situations to ensure that everyone at your meeting is engaged and participating
- To increase your personal impact in meetings, negotiations and relationships
- Look at communicating messages and increasing engagement both internally and externally.

## Outcomes

At the end of this session you will:

- Increase knowledge of facilitative techniques
- Increase skills and confidence at presenting, both formally and informally
- Feel more confident and better equipped to be your best self in meetings.

# Working with your patients and community

People are not simply recipients of NHS services. Helping them to help themselves and each other can reduce ill-health and relieve pressure on local services. As a powerful source of support – or resistance – patients need to be involved in as well as informed about the changes likely to affect them. This session explores how to create productive, satisfying relationships that benefit patients and practices.

## Objectives

- To consider the role of community asset development
- Understand the increasing importance of non-medical interventions
- Rethink the role and contribution of patient participation groups.

## Outcomes

At the end of the session participants will understand how to engage patients as effective partners in a positive and mutually beneficial relationship. It will enable them to take their first steps to identify and develop assets in the community to make health care services more sustainable and to promote health of the local population.

# The coaching approach

Using coaching techniques in the workplace can support effective people management by increasing the motivation and confidence of individuals, maximising the potential of your staff in a way that is more effective than training alone. This session explores the use of a coaching management style and coaching tools and techniques to develop others and includes the opportunity to practice feedback and using a coaching style.

The session covers:

- The role of coaching/mentoring in the workplace
- Understanding different leadership styles and when to use them
- Coaching as a leadership style
- Coaching tools and techniques
- Opportunities to practice using coaching style
- Next steps for building and supporting effective teams.

# Review, continued application and development

A concluding session to reflect and consider next steps:

- Review of learning set and personal achievements
- Review of learning from each session
- How participants wish to continue to work together
- Ongoing support from PCC
- Continued use of the virtual network.

This session will allow the group to:

- Agree how they will continue to support each other
- Agree a timescale for meeting again
- Identify ongoing support needs.

## Your expert facilitators



### **Helen Ellis**

Helen is head of the personal and team development programme. Helen is an executive coach, Myers Briggs practitioner and is a Belbin accredited trainer. Helen leads a number of PCC's programmes on change, personal resilience and leadership designed to get the best possible outcomes from people and situations. By giving leaders insights into the personal preferences of themselves and others she helps them to develop successful teams.



### **Helen Northall**

Helen has extensive experience of supporting NHS organisations to improve through learning, understanding and collaboration. As chief executive of PCC, she has led the organisation from its roots as an NHS agency to independence as a successful social enterprise. A qualified executive coach and mentor and an experienced facilitator, Helen combines knowledge of primary care policy and practice with the skills needed to develop the potential of individuals and teams. Helen is a Belbin accredited trainer and Myers Briggs practitioner.



### **Barbara Dingley**

Barbara has over 30 years experience in the health sector and has extensive leadership and management knowledge, at a senior level. Her career has focussed on the primary care sector, which has resulted in her having a clear understanding of the challenges and opportunities facing the NHS. Barbara is passionate about developing individuals and teams using her executive coaching and mentoring and Belbin knowledge to stimulate confidence and personal development.

## Find out more

To talk to a member of our team about the Confident Practice Manager programme, email [enquiries@pcc-cic.org.uk](mailto:enquiries@pcc-cic.org.uk) with “Confident PM” in the subject line.

Or call Helen Ellis on 07500 126 618.



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