



The Confident Leader programme

April 2021

Our Confident Leader programme is perfect for your PCN clinical directors and aspiring clinical leaders. We also welcome non-clinical leads and other leaders. The programme brings people together to learn and share experiences. Expert sessions include understanding people and leadership styles, influencing, negotiating, meeting management and population health. The programme is supported by experienced executive coaches who provide context and a safe environment for participants to explore issues.

This programme aims to give the knowledge and confidence to become a leader – or a better leader – and equip leaders with the resources to push on to the next stage of development and transformation.

How it works

The online programme which is delivered via Zoom consists of seven monthly half-day sessions allowing time between sessions for reflection and further study. Sessions include regular opportunities to discuss current issues and seek solutions.

Each session provides the opportunity to work through scenarios and problems. Sessions are supplemented with selected further reading, allowing participants to increase their knowledge in their own time we encourage the action learning set style approach where participants commit to trying and testing challenges and behaviours and bringing back the learning to share with the group.

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.

Session one: Introductions and leadership styles

This introductory session includes an opportunity to reflect on the last few months in primary care and discussion around how we will work together during the programme

We'll discuss:

- Current challenges priorities
- Principles of action learning and group work
- Aims and objectives of the programme.

Session two: Introductions and the role of primary care

To understand the opportunities and challenges in the health care environment including:

- The NHS Long Term Plan and drivers for change
- Developing the multi-disciplinary teams
- Primary care at the centre of systems of care (primary care networks, integrated care systems)
- Supporting primary care services to be sustainable for the future
- The impact of COVID-19 on primary care.

Improved insights to:

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

Session three: Understanding people and leadership styles (MBTI)

The session introduces Myers Briggs Type Indicator (MBTI) preferences and helps participants identify their best fit through exercises to:

- Understand emotional intelligence
- Consider different leadership styles
- Illustrate different MBTI preferences
- Consider differences between types
- The session includes discussion about how to use the strengths of your type and help participants to identify areas for development.

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.

Session four: Influencing skills

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.

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.

Session five: Population health

This session will allow participants to explore:

- The meaning of population health
- The concept of value
- Design of systems of care delivered to the right patient by the right person at the right time in the right place
- The right care for the population and the individual
- How to maximise the patient experience.

The session will give participants insight to improving population health and increase understanding of:

- Getting the right people to the right resources
- Getting the right outcomes for the right people with the least waste
- Doing the right things to protect resources for future generations (sustainability)
- Ensuring fairness and justice (equity)
- Supporting the whole population
- Creating population based integrated systems.

Session six: Collaborative working

To provide participants with an understanding of different levels of collaboration across the integrated care system, and the organisational, governance and practical factors that need to be considered when considering collaborative working at PCN level and beyond.

At the end of this session, you will:

- The benefits and challenges for collaborative working
- The options for collaborative working
- The factors important to collaborative working
- Learning from what others have achieved.

Agree what the individual next steps will be to develop collaborative working at PCN level or beyond.

Session seven: Personal resilience and programme review

Working lives are becoming ever-more fast-paced and demanding. We're having to manage stress and change and the home/work balance is more challenging than ever. In order to continue to be able to perform well and enjoy work, it's important to recognise how stress at work can impact our 'bouncebackability'. This concluding session provides the opportunity to reflect on what causes stress at work, how to manage it and how to boost ones personal resilience.

The session also allows time to reflect and consider next steps:

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