

## **LEADING FOR CHANGE content detail**

### **Leadership training (4 days)**

This course will be held at Copley Business Park Cambridge Road, Babraham, Cambridge CB22 3GN. <http://www.copleyhill.co.uk>

This programme is open to Citizen Senate members and non-members alike and has been designed to support public and patient representatives across the East of England to hone their leadership skills gain confidence and understanding in their role as system influencers and leaders.

The course will be delivered by the Kings Fund and the content will seek to build on and strengthen the participants' existing skills, knowledge base and experiences. A key learning outcome for the work is to support participants to become even more effective influencers and partners in the strategic and operational change processes that underpin the new emerging health and care system. A focus of the programme is to provide participants with the skills and confidence to work in partnership with the diversity of people and process across the system. This includes internal partnering with stakeholders operating across the health and care system whilst also looking outwards, in order to build relationships and connect with diverse voices within local communities. This work relies upon establishing and sustaining relational leadership capabilities and competences and means the role is more than being an advocate, advisor or expert, it includes the ability to build relationships that support people to inquire into their own and other peoples thinking and decision making.

The programme will be delivered in a way that models and reflects the skills and behaviours participants will be expected to develop and participants will work together in a learning community to support and challenge each other. Participants will work on developing their individual capabilities, to work productively and creatively within collaborative partnerships. A key component of the training is the use of a model of learning based on participants engaging in taking action away from the training 'classroom'. In this way, participants will systematically capture their learning by reflecting on the lessons and insights gained from their experiences with their colleagues. Therefore, it is vital that participants are able to commit to attending all the dates associated with the training.

### **Training Schedule**

**Day 1 - Wed 16th Oct 2019, 10 am - 4.30 pm (Registration 9.30 am)**

*Understanding your local healthcare system & your role in influencing and leading change*

Citizen Senate and EAHSN will deliver a short session on the local healthcare system and highlight the expected role and purpose of the delegates when they take up a position on the Citizens Senate and in the system. Delegates will then have the space to reflect on what are the qualities, skills, and behaviours required to undertake their role and they come up with the 'ideal' role profile. This is then used to guide them all with identifying their strengths and development areas in order to fulfil this role. Delegates are then introduced to the importance of the quality of communication and are provided with a model of how to engage in dialogue and focused discussions when working with others across the system. Finally, we will work in small groups to practice the communication behaviours and skills associated with inquiry and advocacy utilising a coaching approach. Each person will have an opportunity to focus on some part of their leadership role that they wish to build on and develop

**Day 2 - Wed 30th Oct 2019, 10 am - 4.30 pm**

*Continuing to develop your capacity and capability to lead change*

Developing capacity to be present as a leader of change and mindful of building relationships with others by working with a model of influence and developing capacity to facilitate and influence change. Working with the barriers to progress and achieving goals - utilising the power of questions to frame a problem and using the power of group work to facilitate understanding and identify ways forward. In this session the group will have an opportunity to work with the main barriers, reframing them as opportunities and identifying how to find solutions to progress their work.

**Day 3 - Wed 13th Nov 2019, 10 am - 4 pm**

*Reframing resistance and planning for your future role*

In the morning delegates will work on areas of interest that have emerged during the previous two days. From experience this might include the following

- Working with 'stuckness' and reframing resistance (difficult behaviours)
- Sustaining yourself and others and building resilience (including developing your network going forward)

The afternoon will be working with transitions and planning for their future role. This will involve participants working together and modelling the skills and behaviours learnt on the programme to date. They will leave with a clear individual and collective action plan and identify next steps with measurable outcomes.

**Day 4 - Wed 11th Dec 2019, 10 am - 4 pm**

*Stakeholder Mapping and Intervention*

Drawing from learned skills and behaviours from previous sessions, this final day, which will be around 8 weeks after session 3, will be about applying the techniques

to a practical intervention or challenge. The purpose will be to demonstrate how we engage with relevant Stakeholders, using the tools and techniques previously discussed. Early on in the training we will ask for volunteers to identify an intervention with an organisation or individual who you have identified, to help you influence change. This might be a meeting with someone, a presentation at an event, a community event which raises awareness - or it could be something else. You will need to plan who you are going to interact with, how you are going to do it and then carry out the intervention and feedback on it to the rest of the class.

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