

The UCL Partners NHS Staff College

“Care to Lead”

Why do we need a Staff College?

It is extraordinarily difficult to measure the results of leadership and yet the results of leadership seem extraordinarily important. Healthcare is dominated by the extreme, the unknown and the very improbable - conditions that demand leadership. Undeniable characteristics of a well led, open culture are easy to recognise but deceptively difficult to implement. These hard to measure characteristics cannot be taught or imposed, they are the consequence of enabling trust, encouraging challenge and creating commitment. They are the consequence of leadership.

What happens at Staff College?

The Staff College programme will focus on the acquisition of engagement skills. Leadership combines emotional intelligence with the courage to raise the tough questions, challenge peoples' assumptions and personal risk. It demands commitment to serving others; a skill of diagnostic, strategic and tactical reasoning; the fortitude to get beneath the surface of tough realities and the heart to take criticism and disappointment. Once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea can spread like an epidemic.

The Staff College Senior Leadership Course

The Staff College leadership programme will be grounded in practical, proven methodologies delivered by a tried and tested faculty of established leaders drawn from the NHS, the Armed Forces and Business and Education. This set of skills training will be delivered through a series of modules preceded by a two day briefing overview. Each of these modules will be based around the core values of learning through insight and experience, building on the application of immersive simulation with structured feedback, together with personal and peer review of observed behaviours.

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The four modules are...

Self Awareness

Delegates will get to know themselves through the generation of personal insights and relate these insights to how others see them. They will learn to recognise their recklessness, timidity, ego, emotions and their need for popularity.

Self Management

Among the most challenging hurdles for leaders to overcome is their ability to manage their own egos. This module will employ that understanding in helping to manage stressful and often uncertain moments, with targeted acquisition of skills to overcome the usual blocks of status quo inertia, limited resource, demotivated staff and opposition from powerful, vested interests.

Leading Teams

To achieve effective integration, the philosophy within teams must be team centred, not self centred. A major part of being a successful leader is wanting to learn and coping with pressure. This module will combine self awareness and the ability to manage moments of personal challenge to deliver team leading capability.

Big Leadership

This final module will combine self awareness and self management with the delegate's ability to lead a team across a wider scope. This will allow them to explore how a combination of all they have experienced can support their ability to work outside of their normal environment, to influence policy, to see opportunity and to manage upwards.

Summary

It has been suggested that vocation is being managed out of healthcare professionals and that there is a tendency towards working to rule. Reports highlight cultures of fear and slavish compliance as well as conspiracies of silence. In all these reports and stories inadequate leadership is a relentlessly recurring theme. If we always do what we always did, we will always get what we always got. The time is ripe to introduce an NHS Staff College.