

# Developing Leadership in a Changing Health Sector



The context for leadership and leadership development is changing. Today's leaders and senior managers in the health sector are increasingly being called on to lead beyond the boundaries of their organisations, to work in collaboration with other agencies and with the communities they serve. Leadership development is increasingly focused on building the leadership capacity of local public service systems or leadership of place as it is sometimes called – as well as the development of individuals and their teams. The way people want to learn is changing too: leaders increasingly want to learn as they work, and to do that learning in collaboration with others exploring real issues and future scenarios.

## What do we mean by leadership?

Focusing leadership effort on the problems that matter most requires a good understanding of:

- **Context** - the evolving external environment to which a public service system needs to adapt
- **Challenges** - the internal and external work that organisations and communities need to do to adapt successfully to the changing context
- **Contribution** - what individual leaders do to mobilise organisations and communities to address those challenges
- **Capacities** - the mindset, knowledge, strategy and behaviours that enable leaders to make their contribution effectively

## What we offer

SOLACE Enterprises provides high quality consultancy, development and resourcing services for organisational leaders and senior managers across the public sector. We specialise in providing tailored programmes and events to meet your development needs. Our development consultants are specialists who are qualified

in learning and development or experienced through their leadership career. With a database of over 900 associates we really do have strength in numbers and can design development solutions to suit your context and your challenges.

Our Development Portfolio contains a wide range of development approaches and a number of national programmes:

- **Personal Development Planning**
- **Coaching and Mentoring Action Learning**
- **360° Assessment and Feedback**
- **Appraisals – independent and confidential**
- **Career Management and Support**
- **Talent Management**

## National Programmes

Our national programmes draw on our understanding of leadership and of the public sector, helping participants consider practical and innovative approaches to current issues and future challenges. They focus both on organisational change and on system change looking at the challenge of leadership in formal partnerships and other collaborative approaches.

Current programmes include:

### Collaborative Leadership

This is a regionally-based programme that brings together public service leaders who need to collaborate for the wellbeing of their area – a programme that will help leaders learn together as they work together. At the heart of the programme will be collaborative inquiries, as participants work together within their organisations and communities to identify what in their system is already working well, and how they can build on those successes. We want the programme to be shaped by the leaders who participate in it, and so the programme will reflect the key issues faced by participants in each area.

- **Module 1** - Leadership in Context
  - 1.1 understanding the context for public service leadership, and the challenges that arise for collaboration between agencies and the communities they serve
  - 1.2 working with communities of place and communities of interest to promote health and wellbeing
- **Module 2** - Collaborative Leadership
  - 2.1 working effectively with national, local, organisational, and community politics
  - 2.2 working across organisational boundaries to mobilise collaborative action
- **Module 3** - Leadership of self
  - 3.1 recognising the distinctive contribution each leader can make and what it means to lead authentically

## Future Public Sector Leaders

Designed for managers and leaders who are already successful and aspire to achieve more: a programme where the people you meet and work with will be an important part of your growing network of supportive colleagues. The programme has been successfully piloted with a group of managers from across the public sector. It addresses:

- **Leadership and how to be effective in the 'shifting sands' of the public sector**
- **Strategic thinking in local government: how to 'step out of the operational' and think strategically for your organisation**
- **Working collaboratively across organisations: how to work in the growing realm of partnerships, constructively and with influence**
- **Performance coaching: how to support and develop others using a solution focused approach.**

The programme format includes workshops, action learning and master classes from senior managers and national speakers.



## Authentic Leadership for political and managerial leaders

Forget the old stereotype of the invincible, domineering, 'always-right' leader: authentic leadership is a wholly different matter. In tune with their actions and feelings, authentic leaders are able to show vulnerability as a quality of their humanity rather than as a weakness. They are empathetic and able to relate to those they lead with recognition and guidance around their strengths and weaknesses. They are trusted – because usually they will gather consensus views before making decisions – but they will be decisive once the need for action has been arrived at. Ultimately, they will genuinely care about those they lead, in the recognition that a strong and valued team is a winning formula for all concerned.

### Programme Objectives

This workshop will help you recognise and develop your own unique qualities and style of authentic leadership in the company of your peers. As well as helping you to reflect on being an authentic leader, and understand what internal and external conditions create this state, the workshop will enable you to understand what is your driving passion and how to ignite it.

Sessions include:

- **What is Authentic Leadership?**
- **Great Leaders Metaphor**
- **Modelling Authentic Leaders**
- **Your Life Values**
- **Meeting Future Self**
- **Authentic Leadership in Work**
- **Open Programme for Personal Development**

We run a national programme of short courses designed particularly to support the development of senior managers. Some of our current events include:

- **Aiming to be a Corporate Director**
- **Presentation Skills Masterclass**
- **Managing in a Political Environment**
- **Facilitation Skills**

## Other Development Options

### Chief Executive Appraisal

Chief Executive and Senior Manager appraisal is vital in today's increasingly complex public sector environment. For Board members to have confidence that the chief executive and top team are performing at their best they need to be:

- **Clear about their expectations for performance and style**
- **Able to articulate performance goals and targets**

- **Able to respond to changing contexts and new external challenges**
- **Capable of effective scrutiny and assessment**
- **Appreciative and solution focused in their approach**
- **Clear about operational boundaries**

SOLACE Enterprises has designed a time effective, well tested methodology which is based on an assessment of the past year's performance against measurable targets. It is designed for:

- **Chief Executives seeking structured and independently validated feedback on performance**
- **Political leaders and board members looking for support in setting challenging expectations for the Corporate Management Team**
- **Top Team directors**

The approach can also be used to assess the performance and effectiveness of the board.

## 360° Feedback

An essential tool for focusing the development of management and leadership skills and capacity within your organisation. The technique benefits:

- **Individual managers requiring personal development and support**
- **Teams seeking to work together better**
- **Organisations seeking a change of culture**
- **Board members**
- **Managers facing career change and uncertain of their strengths and areas for development**

We design an online assessment process tailored to your organisational competencies or to national standards. Feedback is delivered by qualified and experienced coaches – people who understand the sector and can support individuals and groups in their development planning.

## Coaching and Mentoring

Coaching helps managers to improve their performance and gain greater understanding of themselves, others and the challenges they face. The SOLACE Enterprises' coaching team understands the context of public service leadership and the environment in which senior managers operate and our approach is an appreciative one which:

- **focuses on periods when senior managers have felt satisfied and inspired and use these examples to build a picture for the future**
- **clarifies what individuals want to move towards and what they want to move away from**

- **concentrates on what is working well**
- **focuses on solutions rather than problems**
- **is based on experience in leadership, research and development**
- **draws on UK best practice.**

## Action Learning

Ever sat in your office and wondered what to do next or been uncertain about how to tackle a particularly difficult problem?

You are not alone. And, if you join a SOLACE Enterprises' learning set, you will discover how many other people share your dilemmas. Being involved will help you to find ways to deal with the issues and problems you face and to learn more about yourself.

Often described as 'learning to learn by doing', action learning sets are a powerful way of achieving personal development and tackling real issues. A learning set is a group of between six and nine people coming together regularly to reflect critically on how and what they are doing. The learning is based on real work problems, and involves taking action as well as analysing. It includes paying attention to what you feel, as well as what you think. By exploring, challenging and learning about different perspectives, you gain insight into bigger systems in which you work.

Learning sets can work between and within organisations, within professional groups, be based on key themes or can help defined development groups e.g. women only sets.

## Talent Management and Career Development

Increased pressure on resources means that individual productivity and capacity are vital to the success of any organisation. We know that a diverse workforce is a high performing workforce and that an organisation's obvious commitment and investment in career development is crucial to successful attraction and retention. Our planned approach to talent management involves:

- **a programme tailored to the exact needs of the organisation, recognising its diversity**
- **one to one support and challenge**
- **a proven range of personal development techniques**
- **the dedication of a named programme coach**
- **coaching and mentoring for the individual**
- **team development and challenge for the new team**
- **consultancy support**
- **interim management to address capacity gaps or challenges which have emerged as part of the recruitment process**

Contact SOLACE Enterprises Whatever your managerial, non-executive or development needs contact our development specialists through our Resource Centre.

Call 0845 601 0649 or e-mail one of our directors

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