Edward Jenner – Leadership and Management Enrichment Course

**Week 1: Launch Part 1**

* How Launch works
* Why does leadership matter?
* Ways of thinking about leadership
* 3 perspectives on leadership
* Leadership v management
* Leadership v management: reflection
* Clinical and managerial leadership
* A new balance
* Engaging people
* Engagement and my team
* Distributed leadership
* My response

**Week 2: Launch Part 2**

* Stages of personal development
* Where do I need to be?
* Personal values – Part 1
* Personal values – How do I spend my time?
* Personal values – Part 2
* What’s important to me?
* Personal values – Reflection
* Personal values – Part 3
* The experience of reflecting on values
* Routes/Options/Purpose
* Levels of Learning
* Leadership: my response

**Week 3: Person Centred Care**

* The terms I use
* Understanding person centred care
* Peter’s story
* What’s important
* The dimensions of patient centred care
* What ‘patient centred’ should mean – an introduction
* What ‘patient centred’ should mean
* A verbal analgesic
* Approaches to understanding patient experience
* Mark Doughty on patient experience

**Week 4: Leadership Behaviour for Person-centred Care**

* Zooming out
* Don Berwick – challenges facing leadership
* Priorities and motivations in my experience
* Priorities in healthcare
* Know thyself
* How did I get here?
* How did I get here – my decision points
* Your leadership compass
* No more heroes?
* How do I get things done?
* Behaviours for person-centred care – Part 1
* Behaviours for person-centred care – Part 2
* Behaviours for person-centred care – Part 3

**Week 5: The Francis Inquiry**

* Leadership as host
* A heroes scale
* Experience – my plan
* Experiment – what happened
* Experiment – sharing experience
* The Francis Inquiry
* The Francis Inquiry – What does it mean for you?
* The Francis Inquiry – Culture and complexity
* Evidence of change?
* Evidence of change – a second opinion
* Relationships in your practice

**Week 6: Challenges in Healthcare**

* Healthcare challenges – an introduction
* Changes in demographic and disease profiles
* Change in patterns of illness and pressure on budgets
* Greater expectations from patients and community
* New techniques and technologies
* New approaches to self-sustaining continuous improvement
* The increasing emphasis on step change innovation
* The organisations of healthcare are changing
* Financial challenges
* How are your finances?
* How is your capacity?
* Tension and opportunity?
* Redesigning care
* Team challenge

**Week 7: Emotional Intelligence and Leadership Effectiveness**

* Best boss versus worst boss
* Emotional intelligence and leadership effectiveness
* Emotional intelligence in practice
* The Johari Window
* Healthcare leadership model
* Taking an assessment
* What next?
* Impact stories

**Week 8: Power and Influence**

* Power and influence
* Your approach to power and influence
* Approaching a change in your service
* Styles of influencing
* Levels of listening

**Week 9: Giving and Receiving Feedback**

* My experience of feedback
* The good practice feedback model
* Scenario 1
* Scenario 1 – your feedback
* Scenario 2
* Scenario 2 – your feedback
* Scenario 3
* Scenario 3 - your feedback
* Scenario 4
* Scenario 4 – your feedback
* Your next feedback conversation

**Week 10: Adaptive Leadership**

* What is adaptive leadership?
* Ronald Heifetz – mobilising for adaptive work
* Richard Holti on adaptive leadership
* The practice of adaptive leadership
* Adaptive leadership applied to your organisation – observe
* Adaptive leadership discussion
* Adaptive leadership applied to your organisation – interpreting
* Interpreting the organisation
* Interpreting inwardly
* Adaptive leadership applied to your organisation - action

**Week 11: Your Leadership Difference**

* Your leadership difference
* Submitting your leadership difference
* What next?

**Week 12: Round up and Finishing off (+ Evaluation)**