

# Edward Jenner programme overview

Developing the foundations of leadership  
Programme version 3

## Executive summary

### Who is the programme for?

This programme is for anyone aspiring to their first leadership or management role within the health and care sector within the next 1-2 years. Typically this is equivalent, but not limited to, NHS bands 5-7.

But if you desire to do any of the following, this programme is also for you;

- Begin your journey of personal development
- Improve your experience of work, work relationships or your teamwork and communication skills
- Understand what leaders do and how they do it
- Make a difference in the way your team works or the services you provide
- Manage and lead your team through change
- Prepare to lead in the future

You will ideally have a role, be on a work placement or volunteer in a health and care setting to participate in the activities on this programme. There is no prior experience or knowledge required.

## Learning outcomes

### Programme-level learning outcomes

You will;

- Plan to make the most of your development opportunity by understanding the process of learning and gathering support from your manager and colleagues,
- Identify when you can use leadership skills to address workplace challenges,
- Develop a critically reflective practice, seeking opportunities to discover the impact you have on those around you,
- Explore the impact of culture on team behaviour and how to develop inclusive cultures of trust, learning, care and compassion for improved patient outcomes,
- Explore opportunities for making quality improvements and use management techniques for delivering a sustainable change.

### Golden threads

Running throughout this intervention are a series of 'golden threads' that underpin our philosophy and approach;

1. Understand equality, diversity and inclusion, and implement this proactively in their leadership.
2. Remain constantly in tune with how the quality of care provided to patients, service users and their carers', matches what we would want for those we love
3. Lead sustainable improvement of relevant services and processes to ultimately enhance patient care and population health.

## High-level overview

Course 0	<b>An introduction to personal development</b> <i>What is personal development? What do you need to make the most of your learning?</i>
<b>Level 1</b>	<i>Provides a working knowledge of what leadership is and the impact it can have at any level</i>
Course 1	<b>Exploring what leadership means to me</b> <i>Discovering the 'who' of leadership and management – me</i>
Course 2	<b>Leading through relationships</b> <i>Discovering the 'what' of leadership and management – relationships</i>
<b>Level 2</b>	<i>Goes on to explore the participants own organisational context and the dynamics of the people and systems at work in it, effecting change</i>
Course 3	<b>Leading in and beyond my team</b> <i>Discovering the 'why' of leadership and management – cultures of compassionate care, trust, and what happens when we don't have them</i>
Course 4	<b>The leader as manager</b> <i>Discovering the 'how' of leadership and management – the management tools for leading effectively</i>

A more detailed breakdown of content, within each course, can be found below, detailing high level themes explored and the proposed learning and development impact and outcomes aligned to each of these.

## Content themes, expected impact and outcomes

### Course 0: An introduction to personal development

*What is personal development? What do you need to make the most of your learning?*

Duration: 2 weeks

Weekly study: 3 hours

Week number	Theme	Outcome
<b>Week 1</b>	<ul style="list-style-type: none"> <li>Psychological levels of learning</li> <li>The experiential learning cycle</li> <li>Our Leadership Way and the People Promise</li> </ul>	You have: <ul style="list-style-type: none"> <li>Explored the different levels at which you learn.</li> <li>Identify the characteristics of positive workplace cultures.</li> </ul>
<b>Week 2</b>	<ul style="list-style-type: none"> <li>The 5 discoveries of intentional change</li> <li>Gaining support from my team</li> </ul>	<ul style="list-style-type: none"> <li>Described key NHS leadership principles.</li> <li>Determined a learning goal and planned learning experiments.</li> <li>Engaged peers and managers in support of sustainable learning.</li> </ul>

### Level 1

*Level 1 provides a working knowledge of what leadership is and the impact it can have at any level.*

### Course 1: Exploring what leadership means to me

*Discovering the 'who' of leadership and management - me.*

Duration: 4 weeks

Weekly study: 5 hours

Week number	Theme	Outcome
<b>Week 1: The context</b>	<ul style="list-style-type: none"> <li>When issues get complicated</li> <li>How humans make judgements</li> </ul>	You can: <ul style="list-style-type: none"> <li>Determine the type of issue that requires leadership behaviours</li> </ul>
<b>Week 2: Leadership versus management?</b>	<ul style="list-style-type: none"> <li>What is 'leadership' and 'management'?</li> <li>Authentic leadership</li> <li>Telling my story</li> </ul>	<ul style="list-style-type: none"> <li>Create space to make more intentional decisions in complex situations</li> </ul>

<b>Week 3: Learning about me</b>	<ul style="list-style-type: none"> <li>• Self-awareness and gathering data about me</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the different but inseparable roles of leadership and management</li> <li>• Describe your personal values through your story</li> <li>• Determine when you are operating out of alignment with your values</li> <li>• Notice your bias and how it may impact others and their work</li> <li>• Have a conversation with others that values the diversity and difference of the group</li> <li>• Connect your core values to resilience</li> <li>• Determine if your wish to continue developing leadership skills to make a difference</li> </ul>
<b>Week 4: Stories and bias</b>	<ul style="list-style-type: none"> <li>• Blame, prejudice, unconscious bias and difference</li> <li>• Resilience</li> </ul>	

## Course 2: Leading through relationships

*Discovering the 'what' of leadership and management - relationships.*

Duration: 5 weeks

Weekly study: 5 hours

Week number	Theme	Outcome
<b>Week 1: Experiences and perspectives</b>	<ul style="list-style-type: none"> <li>• Experiences perspectives and emotions</li> <li>• Noticing multiple perspectives of a situation</li> </ul>	<p>You can:</p> <ul style="list-style-type: none"> <li>• Notice the same event is experienced by others in different ways</li> <li>• Locate where you have made an inference and ask for clarity</li> <li>• Describe where you can influence a change in alignment with values</li> <li>• Identify and describe the behaviours of good leadership as optionally intelligent behaviours</li> <li>• Notice hero and host behaviours in self and others and take action towards; creating time for others, giving power to others, coaching, and</li> </ul>
<b>Week 2: Inference and influence</b>	<ul style="list-style-type: none"> <li>• Inference</li> <li>• Influence and concern</li> <li>• Emotional intelligence</li> </ul>	
<b>Week 3: Superheroes</b>	<ul style="list-style-type: none"> <li>• Signs of hero culture</li> <li>• Leaders as hosts</li> <li>• Self-assessment of leadership behaviours</li> </ul>	
<b>Week 4: Adaptive leadership</b>	<ul style="list-style-type: none"> <li>• Adaptive leadership</li> <li>• Distributed leadership</li> </ul>	
<b>Week 5: Power flows</b>	<ul style="list-style-type: none"> <li>• Reflecting on feedback</li> <li>• What is power and how it flows</li> </ul>	

	<ul style="list-style-type: none"> <li>• Future vision and the priorities in the health and care system</li> </ul>	helping a team progress towards a goal.
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## Level 2

*Level 1 provides an understanding of what leadership is and the impact it can have.*

*Level 2 goes on to explore the participants own organisational context and the dynamics of the people and systems at work in it, effecting change.*

### Course 3: Leading in and beyond my team

*Discovering the 'why' of leadership and management - cultures of compassionate care, trust, and what happens when we don't have them.*

Duration: 4 weeks

Weekly study: 5 hours

Week number	Theme	Outcome
<b>Week 1: Complexity</b>	<ul style="list-style-type: none"> <li>• Complexity theory</li> <li>• Team and group dynamics</li> <li>• Organisational culture</li> </ul>	<p>You can:</p> <ul style="list-style-type: none"> <li>• Identify the nature of a wicked issue and look for a leadership solution</li> <li>• Understand the complexity of group life</li> <li>• Identify and describe the influences on your team or organisational culture</li> <li>• Identify the needs of a team</li> <li>• Understand the role of trust in team development</li> <li>• Build trust between teams and functions</li> <li>• Identify the obstacles to effective team dynamics</li> <li>• Use positive questioning and an appreciative approach in group collaboration</li> <li>• Identify the causes of errors and how they can lead to harm</li> <li>• Identify and label the emotions of a challenging situation and use empathy</li> <li>• Identify individual and team motivators and give feedback that motivates</li> <li>• Describe different leadership styles and identify your dominant style</li> </ul>
<b>Week 2: Team culture</b>	<ul style="list-style-type: none"> <li>• Appreciative inquiry</li> <li>• Trust and team working</li> <li>• Harm and how it occurs</li> </ul>	
<b>Week 3: Harm and learning from events</b>	<ul style="list-style-type: none"> <li>• Types of harm</li> <li>• Human factors</li> <li>• Emotions and care</li> <li>• Learning from events</li> </ul>	
<b>Week 4: What teams need</b>	<ul style="list-style-type: none"> <li>• Motivation</li> <li>• Leadership styles</li> <li>• Courageous conversations</li> </ul>	

		<ul style="list-style-type: none"> <li>• Describe the impact of different leadership styles on a situation</li> <li>• Hold a courageous conversation with people beyond your team</li> </ul>
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**Course 4: The leader as manager**  
*Discovering the 'how' of leadership and management - the management tools for leading effectively.*  
 Duration: 5 weeks  
 Weekly study: 5 hours

Week number	Theme	Outcome
<b>Week 1: Quality improvement</b>	<ul style="list-style-type: none"> <li>• Root cause analysis</li> <li>• Escalating issues</li> </ul>	You can: <ul style="list-style-type: none"> <li>• Analyse and identify the root causes of issues</li> <li>• Escalate issues</li> <li>• Speak up about issues</li> <li>• Describe the role of strategy in organisational life</li> <li>• Communicate and co-design strategic decisions</li> <li>• Define strategic stakeholders</li> <li>• Describe good financial and human resource management</li> <li>• Describe models for change</li> <li>• Lead a team through change</li> <li>• Lead a sustainable change project</li> <li>• Communicate and evaluate progress</li> </ul>
<b>Week 2: Strategy and communication</b>	<ul style="list-style-type: none"> <li>• The role of strategy</li> <li>• The impact of strategic decisions</li> <li>• Listening to inform strategic decisions</li> <li>• Understanding stakeholders</li> </ul>	
<b>Week 3: Governance and resources</b>	<ul style="list-style-type: none"> <li>• The role of governance</li> <li>• Political mindsets</li> <li>• Identifying strengths</li> <li>• Managing resources</li> <li>• Introduction to managing finances</li> <li>• Speaking up</li> </ul>	
<b>Week 4: Managing projects</b>	<ul style="list-style-type: none"> <li>• Models for leading change</li> <li>• Building networks for change</li> <li>• Managing reactions to change</li> <li>• Communicating change</li> <li>• Sustainability of change</li> </ul>	
<b>Week 5: Reporting back</b>	<ul style="list-style-type: none"> <li>• Tools for reporting back</li> <li>• Evaluating progress</li> </ul>	

# Programme alignment

## Our Leadership Way

The programme links to Our Leadership Way by;

<b>We are inclusive</b>	<ul style="list-style-type: none"><li>• Gaining insight into personal bias and prejudice, the impact of self on others,</li><li>• Develop emotional intelligence</li><li>• Identify and take steps to develop inclusive and compassionate team cultures.</li></ul>
<b>We are kind</b>	<ul style="list-style-type: none"><li>• Understanding the role of values in the choices we make,</li><li>• Discovering the different experiences of staff and service users,</li><li>• Understanding the effects of emotional labour and trauma,</li><li>• Creating space to hear and value each colleague's difference brings to the team, exploring the different ways a team is motivated.</li></ul>
<b>We can be trusted</b>	<ul style="list-style-type: none"><li>• Setting out personal development plans and working with line managers and colleagues to achieve learning objectives,</li><li>• Explore the role of trust in developing team culture, managing a change project and reporting to stakeholders.</li></ul>
<b>We collaborate</b>	<ul style="list-style-type: none"><li>• Developing a working knowledge of distributed and collective leadership practices,</li><li>• Listening to the experiences of colleagues and patients,</li><li>• Mapping stakeholders and understanding their needs,</li><li>• Understand how to gather feedback.</li></ul>
<b>We are proud</b>	<ul style="list-style-type: none"><li>• Follow a values-based, appreciative inquiry approach through the programme,</li><li>• Notice and value strengths,</li><li>• Gain certificates of completion for each course,</li><li>• Share impact case studies to achieve the Level 1 award.</li></ul>
<b>We aim for the highest standards</b>	<ul style="list-style-type: none"><li>• Create and iterate a personal development plan,</li><li>• Identify the impact of values on motivation and actions,</li><li>• Hold difficult conversations,</li><li>• Critically evaluate the impact of self,</li><li>• Identify root causes and implement change initiatives.</li></ul>

## **Inclusion and diversity**

### **The programme develops inclusion capabilities by;**

- Critically exploring unconscious bias, prejudice and blame in simulations and the immediate workplace
- Holding conversations that allow people to share their differences and value the difference team members bring
- Seeking feedback and taking steps to create cultures of trust, safety and openness
- Mapping the different experiences of others and speaking up when inequalities are identified
- Developing emotional intelligence and social awareness