



Leadership Learning Zone (LLZ)

Modules Catalogue

Leadership Learning Zone (LLZ)



What is it?

The Leadership Learning Zone (LLZ) is a flexible e-learning resource that takes a learner on an interactive exploration of key areas of leadership development. This resource is equally relevant to learners who are just starting in their careers as well as experienced managers who want to consolidate their leadership capabilities.

How do I access the LLZ?

The LLZ is freely available to anyone with an NHS e-mail address. Please visit the following link to register an account: <https://leadershipnhs.uk>

LLZ continues to be developed by Leadership subject matter experts who develop and deliver a range of quality learning interventions for health and social care and public sector organisations.

LLZ resources are based on years of leadership experience from citizens, clinicians, managers and other staff who are delivering vital services. All resources are peer-reviewed ensuring a quality product.

LLZ has 48 Modules (with plans for more to be added) with interactive activities to support the leadership journey of learners with relevant, bite-sized modules. The way **LLZ** was developed ensures that learners who may only have limited time available can repeatedly return to the site and complete their learning in a truly flexible way.

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Leading a Multi-Disciplinary Team

7 Modules



Multi-Disciplinary Team working in the primary and community care setting is becoming increasingly important to delivering the vision of patient centred care, population health, placed based care and the wider ambitions of Integrated Care Systems (ICS's). This course will help you understand the value of MDT working and will equip you to set up and lead effective MDTs.

The Why. The case for MDT working

Module Overview

In this introductory module, we dive into the context, evidence, and rationale for multidisciplinary teamwork. You'll leave understanding why MDT collaboration is so critical for integrated, patient-centred care.

Learning Objectives

1. Understand the course and how you can get the best out of it
2. Understand key definitions and examples of Multidisciplinary Teams (MDTs)
3. Reflect on a case study of establishing MDTs in practice
4. Understand on the context and evidence base for MDT working
5. Reflect on your own context

The What. Establishing effective MDT working

Module Overview

This module will equip you to actually establish effective multidisciplinary teams in your workplace with a diverse range of colleagues. We'll explore overcoming barriers, developing shared purpose, and handling conflict.

Learning Objectives

1. Understand the challenges and barriers to MDT working, and how to overcome them
2. Understand the importance of, and how to, develop team purpose and focus
3. Exploring how to work confidently with conflict and challenge
4. Understanding on how to maintain healthy team dynamics
5. Reflecting on the application to your own context

The How. Developing MDT shared vision and common language

Module Overview

This module will equip you to develop shared vision and ways of working across a diverse group of professionals and practitioners. We'll explore overcoming barriers, developing shared purpose, and handling conflict.

Learning Objectives

1. Understand the challenges and benefits of working in a Multi-Professional Context
2. Understand the challenges of MDT working and how to address them
3. Explore how to make the Most of different professional contributions
4. Reflecting on the application to your own context

Running successful MDTs

Module Overview

This module will equip you to run successful MDTs .We'll explore facilitation, managing change and how to manage when things don't go well!!

Learning Objectives

1. Understand the basics of facilitation
2. Explore how to manage and support colleagues through change
3. Reflect on what happens when it all goes wrong... and how to still lead the change
4. Reflecting on the application to your own context

Developing wider system leadership skills

Module Overview

This module will equip you to build collaborative relationships in and beyond the MDT to lead change.

Learning Objectives

1. Understand the importance of and how to develop partnerships with others
2. Explore how to accelerate collaboration
3. Reflecting on the application to your own context

Sharing the MDT story

Module Overview

This module will equip you to champion MDT working and help other colleagues build MDTs.

Learning Objectives

1. Understand the importance of and how to use storytelling in your leadership
2. Explore how to camion MDT working
3. Reflecting on the application to your own context

Inspirational stories

Module Overview

In this module 3 leading practitioners share their stories and perspectives on MDT working. They will inspire and inform you!

Learning Objectives

1. Understand the importance of personalised care and how its integral to MDT working
2. Understand how to build MDTs in different contexts
3. Explore different approaches to MDT working

GPN Leadership Fundamentals

3 Modules



The role of the general practice nurse (GPN) is extensive and requires a significant amount of knowledge and expertise. In the rapidly changing environment of general practice and primary care service organisation GPNs are proving vital contributors to healthcare planning and delivery. It is through growing as leaders that GPNs can effectively improve patient outcomes and the wellbeing of staff and colleagues. A GPN doesn't need the term 'leader' in their job title; there will be multiple situations threaded throughout a GPN career where leadership skills can be applied. This 3-module leadership development series from the North East and Yorkshire Leadership Academy focuses on some practical leadership tools and techniques and has been designed for GPN leaders at all levels.

Module 1 - Leadership for General Practice Nurses and Nurse Practitioners

Module Overview

This module reflects on what leadership means in a nursing role, illustrating learning points from scenarios. It will offer opportunities to reflect on what you learn and how to apply it to your own experience.

Learning Objectives

1. To explore the difference between leadership and management
2. To describe different leadership styles
3. To identify your own preferred leadership style

Module 2 - Leadership for General Practice Nurses and Nurse Practitioners

Module Overview

Building on module 1, this module delves deeper into the role of nurse leadership focusing on change, performance, behaviours and conflict.

Learning Objectives

1. Explore some of the challenges faced by nursing leadership with a role in a general practice setting
2. Appreciate how change impacts on you and your team
3. Investigate performance and behaviours
4. Understand your role in managing conflict

Module 3 - Leadership for General Practice Nurses and Nurse Practitioners

Module Overview

Building on modules 1 and 2, this module delves deeper into the role of nurse leadership focusing on compassionate leadership, influence, and self-compassion.

Learning Objectives

1. Explore some of the challenges faced by nursing leadership with a role in a general practice setting
2. Appreciate how change impacts on you and your team
3. Investigate performance and behaviours
4. Understand your role in managing conflict

Professional Identity

4 Modules



These 2 modules from the North East and Yorkshire Leadership Academy examine professional identity, interaction between professions and team dynamics. It will help individuals understand their own professional identity and explore how this might be impacted by multi-professional teams. It uses identity theory, the latest research and real-life examples to support individuals to feel a sense of belonging and help leaders inspire a unified team. This will ultimately promote the delivery of true integrated care.

Professional Identity: What is it and why is it important

Module Overview

This module explores what professional identity is, its significance and maintenance. It looks at Social Identity Theory and how this applies to professional identity. Throughout the module you will be asked to reflect on what this means to you and to think about how you can have a more positive and secure professional identity.

Learning Objectives

1. Understand what professional identity is and explore how to gain it
2. Understand why professional identity is important to you and how you maintain it
3. Understand how group identification applies to professions and explore way in which you might be experiencing this
4. Explore reflexivity and self-awareness in comparison to others

Professional Identity: What is integration

Module Overview

Module 2 looks at the practical application of Professional Identity particularly looking at us in an Integrated Environment. The module will explore what integration means and what can happen when we work in a multi-professional team and some of the threats we can sometimes feel to our professional identity.

Learning Objectives

1. Understand the different types of integration and the reasons for trying to deliver care in an integrated way. This learning will then be applied to the learner's role, to explore what type of integration your multidisciplinary team might be and reflect upon your role in delivering integrated care.
2. Consider the effect that an integrated team might have on a person's Professional Identity, including threats and reactions.
3. Explore the tactics staff might use in response to threats to their professional Identity.
4. Consider the risks and impact of professional identity on integration attempts.
5. Explore group dynamics and parity of esteem.
6. Examine our own reactions and responses to working in an integrated team and those of our team members.
7. Enable a reflection upon how a person's professional identity might hinder or enable the delivery of Integrated care.

Supporting Practice Nurses to Flourish in a Multi-Professional World: Leadership challenge

Module Overview

Building on from Module 1 & 2, this module will explore the role of a practice nurse in the multi-professional environment. The module will focus on Leadership, what it means and what your role as a leader is to support your team to have a positive professional identity and flourish in order to improve patient care.

Learning Objectives

1. Exploration of the attributes of a positive professional identity
2. Understanding how to balance professional identity - threats V strengthening factors
3. Understanding of how supporting professional identity promote compassionate leadership
4. Exploration of how to support new identities with wider multi-professional colleagues and the benefits this can create
5. Consideration of how to support practice nursing identities in an integrated world
6. The challenges of practice nurse leadership including circles of influence and growing leaders of the future

Supporting Individuals to Flourish in a Multi-Professional World

Module Overview

This is the final module looking at Professional identity and integration, this module will look at ways in which you can have a positive professional identity where you feel secure in your role and can flourish in a multi-professional environment. Please note this module contains similar content to module 3 and is aimed at non-nursing staff.

Learning Objectives

1. Exploration of the attributes of a positive professional identity
2. Understanding how to balance professional identity - threats V strengthening factors
3. Understanding of how supporting professional identity promote compassionate leadership
4. Exploration of how to support new identities with wider multi-professional colleagues and the benefits this can create
5. Consideration of how to support practice nursing identities in an integrated world
6. The challenges of practice nurse leadership including circles of influence and growing leaders of the future

LEADERSHIP MODULES

23 Modules



The Leadership Learning Zone is a flexible e-learning resource that takes a learner on an interactive exploration of key areas of leadership development. This resource is equally relevant to learners who are just starting in their careers as well as experienced managers who want to consolidate their leadership capabilities.

Introduction to Leadership Module Overview

Welcome to the Introduction to Leadership module.

This programme is designed to introduce you to leadership concepts.

It will not answer all of the questions that you have about leadership or leadership theory, but it may provide indications of where you can go for further information.

You will also have the chance to think about how leadership concepts apply to your work situation.

The programme is interactive, and you will gain most from it by trying the activities suggested and, if you have the chance, discussing your outcomes with a trusted friend or coach.

Learning Objectives

1. Develop your understanding of leadership and management, and the similarities and differences between these concepts
2. Explore selected theories of leadership and how these fit in the context of health and social care
3. Explore how you see your own role fitting within leadership theory

Coaching Skills

Module Overview

Coaching is focused on unlocking a person's potential to maximise their own personal potential.

An effective coach draws on a range of skills and models to help their coachee reach a realistic understanding of their situation and needs. They support their coachee in developing ways to bring about a meaningful outcome to this situation and taking positive steps forward.

This module will help you, as a manager, identify and understand some of the principles and processes of successful coaching, and recognise how these can support your team and organisation.

Learning Objectives

1. Explain the principles of coaching and how these differ from other forms of support and development
2. Recognise how coaching benefits you, your staff and your organisation
3. Apply the skills, knowledge and behaviours of an effective coach to your own coaching work
4. Make use of a recommended framework to engage staff in coaching conversations
5. Find opportunities to use coaching in a work context

Influencing Stakeholders

Module Overview

Identifying your stakeholders - whether they are large or small, individual or organisational - is essential if all the people who could have a bearing on your project's success or failure are to have their voices heard.

Stakeholder analysis allows managers to identify the interests of different groups. It also enables them to find ways of harnessing the support of those in favour of a project or proposed change, while managing the risks posed by stakeholders who are against it.

Undertaking this analysis helps us plan how best to engage with and involve stakeholders during the life of a project. Tailoring the message delivered, the method of communication, and timing of any involvement can help us influence stakeholders and achieve our overall aim of ensuring a project's success.

Learning Objectives

1. Recognise how engaging with stakeholders can impact on the success of a project
2. Identify and map stakeholder groups
3. Analyse a variety of factors related to stakeholder attitudes and influence
4. Build a project communication plan based on your stakeholder analysis

Talent Management

Module Overview

We have designed this learning package to introduce health and care staff to best-practice principles in maximising the potential of the employees they manage or work with, and to help staff develop their understanding in this area. Some people call this process of maximising employee potential 'Talent Management'.

Learning Objectives

1. Recognise the benefits of maximising potential
2. Draw on a range of recruitment practices to help you identify and place talented employees
3. Use the Maximising Performance Conversation Tool for effective performance management
4. Assess the talent of a team and use this to identify appropriate interventions
5. Adopt a range of strategies to develop and motivate employees
6. Manage risks of staff change by putting in place effective succession planning

Time Management

Module Overview

When work is frantic, dividing your time between lots of different tasks means you tend to achieve less. It can leave you feeling hurried and unfocused.

The key to managing your time effectively is to have a clear understanding of what the demands are. This can help you assess what's important, and which tasks will get you closer to your goals.

You can take advantage of proven techniques to help you balance these demands, and by developing good time management skills you can achieve a lot more in much less time. This can have a positive impact on your workload.

For those in leadership roles, effective time management is vital. It helps you manage your time so you're more likely to achieve your goals - and in a way that benefits your whole team.

Learning Objectives

1. Analyse your own use of time
2. Distinguish between important and urgent activities
3. Draw on a range of techniques for prioritising tasks
4. Take steps to manage your team's use of time
5. Ensure effective use of time at a leadership level

Stress Management

Module Overview

There is increasing evidence that work-related stress is on the rise. This stress is a major cause of occupational ill health and often leads to sickness, absence, high staff turnover and poor performance.

If work-related stress is affecting you personally, understanding its causes, recognising the signs, and putting strategies in place to avoid or deal with it should help you minimise the impact it has on you.

Gaining a better understanding of work-related stress could also make you a far more effective manager. It can help you recognise management behaviours which have a positive and negative impact on stress at work, and help you improve the support offered to staff who suffer from stress.

Learning Objectives

1. Ability to describe what stress is
2. Ability to recognise common causes of stress
3. Ability to identify personal stress indicators
4. Ability to use a range of stress management techniques
5. Applying what you have learned within a leadership/management context

Understanding Yourself

Module Overview

This programme is about you: discovering yourself and gaining insight into your personality at work.

It will provide lots of opportunities for you to consider how you behave, and the impact that this has on others around you.

You will also have the chance to think about how you can adapt your style in order to get the best out of your work relationships.

The programme is very interactive. You will gain most from it by trying the activities suggested and, if you have the chance, discussing your outcomes with a trusted friend or coach.

Learning Objectives

1. Have a better understanding of your strengths
2. Identify areas for potential change
3. Generate a development plan describing your next steps

Managing People

Module Overview

Effective managers are good at managing people. However, being a good manager means different things to different people, and will depend on your own situation and interpretation of management within your organisation.

Skilled managers are good at inspiring, coaching, empowering, developing and motivating people.

There is a fine balance to be struck. Managers need to serve the needs of the business first and foremost but do so in a way that employee needs are met as well.

Learning Objectives

1. Understand McGregor's Theory X and Theory Y
2. Understand the difference between managing and leading
3. Understand key mistakes managers make
4. Understand how to manage the five toughest personalities at work

Managing Through Change

Module Overview

Change is usually characterised by a desire to improve things, whether it's cash flow, products or processes.

This module will help you to understand how people respond to change and therefore allow you to better support your own team through a period of transition.

Each member of staff is different and may respond in different ways, your support must reflect their individual needs. Some will require more support than others and patience will be required to help them work through the various stages and to commit to the change ahead.

Learning Objectives

1. Understand the reasons for change
2. Understand the transition model
3. Understand the change curve
4. Understand resistance to change

Generations

Module Overview

Welcome to this module on generational difference. For the first time we have all 4 generations - BABY BOOMERS, GENERATION X, GENERATION Y and MILLENNIALS - in the workplace at the same time. This brings a wealth of diversity in motivations, values, perceptions and understanding.

It may also bring some challenges as we may struggle to understand why some things appear important to someone else and not to another.

This module will help you to identify and understand some of the principles and approaches to successfully acknowledge and recognise the generational differences in Values, Perceptions and Motivations.

Learning Objectives

1. To understand key influences and trends for different generations and how these impact in the workplace
2. Understand and practice modelling behaviours to help team and colleague cohesion and inclusion
3. Ability to learn and engage more confidently with different generations at work

Unconscious Bias

Module Overview

This module aims to provide an introduction to the topic of inclusion. It is suitable for anyone who is starting to explore this topic or as a refresher for people who already know a little about the basics.

Once you have studied all of the materials you will be able to print a certificate of completion for your portfolio.

The information you will find has been developed based upon theory and experience, and has been taken from a variety of sources. You will also see information that may be familiar, as some of the learning is interdependent with other modules

Learning Objectives

1. What is Inclusion and Exclusion?
2. What is Equality and Diversity?
3. Cognitive Bandwidth
4. Unconscious Bias
5. Motivation

Equality & Diversity

Module Overview

In this module, you will be able to complete your required national statutory Equality, Diversity & Human Rights training compliance.

This module was designed to meet the relevant learning outcomes in line with the Skills for Health UK Core Skills Training Framework (CSTF), current equality, diversity and human rights legislation and Care Quality Commission (CQC) recommendations for health care and social care providers.

Following reading and reflecting on the learning, you will be required to complete your 'Reflections' at the end of the course and there will be a quiz to meet the requirements. You can then print off your Certificate for validation.

Learning Objectives

1. Be clear about the definition of equality and diversity
2. Understand how institutional discrimination works
3. Have considered issues of social identity in relation to our work environments
4. Have explored relevant legal frameworks
5. Have considered how to challenge discrimination effectively
6. Be able to apply equalities principles in our working lives

Interview Skills

Module Overview

This module has been designed primarily to meet the needs of staff who are returning to the NHS and are anticipating an interview in response to a vacancy they have applied for.

It may also be useful for new applicants to the NHS, for those employees who have applied for an internal vacancy and for people who are faced with an interview in relation to a job change or re-structure.

Learning Objectives

1. Applying for the position
2. Do I want to learn more about the internal preparation that I can do to place myself in most positive frame of mind for an interview?
3. Do I want to refresh my knowledge about the actual interview process?
4. Do I want more detailed information about getting ready for the big day?
5. Have I already got a date for my interview and want to start some direct preparation for this?
6. Have I already had my interview and want to reflect and learn from the outcome?

Resilience

Module Overview

This e-learning is suitable for anyone interested in the impact of change, and for anyone wanting to strengthen their resilience by developing their adaptability.

Learning Objectives

1. Understand the impact of imposed change on the individual
2. Identify how to enhance the resilience and adaptability of yourself and others

Imposter Syndrome

Module Overview

Imposter Syndrome is more pervasive than you might expect. In this module you will learn about Imposter Syndrome, how it affects people and its impact in the workplace.

Learning Objectives

1. Learn about Imposter Syndrome and its affect in the workplace
2. Find out if you have Imposter Syndrome and if so, which of the five types you might have
3. Identify ways to successfully mitigate feelings of 'being a fraud' in the workplace without losing valuable leadership traits

Effective Communication

Module Overview

The focus of this module is for you to appraise your management skills and identify how you can make improvements. This should be a continual process and should include contingencies for staff changes, where there will be a period when the team dynamic is altered. In addition, staff retention will also be addressed.

Learning Objectives

1. Understand why it is important to be clear on your goals
2. Learn how your teams input is vital to your improvement
3. Understand the importance of being organised
4. Improve on your communication skills
5. Enhance your skills in order to praise and reward team members
6. Provide development, flexibility and support options for staff
7. Identify opportunities to gain formal qualifications

Kindness in Leadership

Module Overview

This module will help you identify and understand some of the principles of kindness in leadership and recognise how these can support your colleagues, team and organisation.

Learning Objectives

1. Identify and understand some of the principles and values that empower you to use kindness in your work
2. Develop authentic kindness in your engagement at every level
3. Understand the values that drive kindness in leadership
4. Recognise how kindness can support, your team, organisation, processes and stakeholders
5. Learn to reflect on your own needs
6. Consider how the results of kindness pays dividends

How to give Effective Feedback

Module Overview

This e-learning module is aimed at anyone who would like to be able to deliver feedback to other people in an effective way.

It may be particularly useful for managers of individuals and teams who play a key role in developing others.

Learning Objectives

1. Consider what feedback is and why it is important in the workplace
2. Explore and understand how to give feedback effectively

System Leadership

Module Overview

Welcome to “System Leadership”, a term which is becoming increasingly common in the service sector, voluntary organisations, the public sector and the NHS.

Learning Objectives

1. The context for system leadership
2. The practice of system leadership
3. The challenges of system leadership

Succession Planning

Module Overview

It is inevitable that from time to time staff will leave the organisation. If left unplanned, staff turnover can negatively effect the smooth running of any department. This is especially important when considering leadership roles.

Succession Planning involves taking a systematic approach to identifying and developing internal staff members, so that they may assume leadership roles as and when they become available. This ensures that you never have a gap in the organisation for which another employee is not prepared, and that leadership continuity is assured.

Learning Objectives

1. Understand why it is important to have a succession plan
2. Learn how to complete a succession plan
3. Identify key roles in your team
4. Complete a skills balance sheet
5. Assess potential candidates for future roles
6. Transition a candidate into their new role
7. Understand the importance of continual review and evaluation of the succession plan

Appreciative Inquiry

Module Overview

Appreciative inquiry (AI) is practical. Not something you can learn in a couple of hours. You have to do it as much as reading about it. Thinking about how we are using AI and how it is influencing our thoughts and feelings will help us develop, embed, and share the practice.

Learning Objectives

1. Overview of AI
2. Two key ingredients of AI
3. Some assumptions of AI
4. Five principles of AI
5. Conducting the inquiry

How to run Action Learning Sets

Module Overview

Action learning sets (ALS) are practical. Not something you can learn in a couple of hours. You have to take part in them as much as/more than reading about them. But our practice always improves with reflection.

Thinking about how we are using ALS and how this is influencing our thoughts and feelings will help us develop, embed, and share the practice.

Learning Objectives

1. Why ALS?
2. Is your organisation ready for ALS?
3. The nature of the set
4. Structuring and developing the ALS discussion
5. ALS in practice

Patient Experience

Module Overview

This course will help you with the basics of patient experience work.

We'll be exploring key concepts and challenges, and looking at why patient experience matters. And we'll run through the essential patient experience evidence sources – how to find them, and how to start making sense of them.

Learning Objectives

1. Identify who does what in patient experience evidence gathering
2. Recognise key concepts in patient experience work
3. Explain why patient experience matters
4. Describe the challenges of hearing from patients
5. Know how to find different types of patient experience evidence
6. Know how to start making sense of patient experience evidence

SYSTEMS AND RELATIONAL LEADERSHIP

10 Modules



These Systems and Relational Leadership video modules, designed by the South West Leadership Academy in partnership with Tricordant, are for leaders in health and care looking to learn more about leading and working collaboratively across boundaries. The modules include links to practical tools and approaches, as well as opportunities for more in depth study and learning.

Introduction to Systems Module Overview

A simple introduction to systems working in health and care.

Learning Objectives

- Develop an understanding of what is systems working in health and care

Collaborations - What Makes Them Tick Module Overview

Develop an understanding of what are collaborations.

Learning Objectives

- Develop an understanding of what are collaborations
- Understand some of the key features of successful collaborations

Collaboration - Keys to Success

Module Overview

An exploration of some key approaches and tools for successful collaboration.

Learning Objective

- Understand and be able to apply some simple tools for helping collaboration work better
- Understand the importance of how we listen in developing effective relationships

Complicated or complex?

Module Overview

An introduction to the Cynefin Framework which can help you better understand how to make decisions in different environments.

Learning Objective

- Explore different types of systems environment and presenting problems
- Better understand how to make decisions in system working

Agile Project Working

Module Overview

An introduction to agile project working and some associated tools.

Learning Objective

- Explore how you can encourage collaboration as a leader
- Gain an initial understanding of agile project working and how to do it

Working with Complexity

Module Overview

An exploration of how to work with and within complex systems.

Learning Objective

- Understand about how to work with in complex environments
- Learn some tools and approaches for working with complexity

Leading in Complexity

Module Overview

Exploring some of the key behaviours and approaches which system leaders use.

Learning Objective

- Understand some of the practices and behaviours which system leaders need to develop

Working with Tensions

Module Overview

This video explores working with tensions and how we can navigate ambiguity.

Learning Objective

- Understand how to recognise and work with tensions in systems
- Explore an approach to mapping and working with wicked issues or polarities in systems

Stuckness - Tools for Shifting Patterns

Module Overview

This videos explores 6 approaches to shifting patterns and stuckness in systems.

Learning Objectives

- Understand and recognise stuckness in systems
- Explore six tools for helping to get unstuck

System Leadership: In Their Own Words

Module Overview

A series of 7 short verbatim videos, voiced by actors. After an introduction each video uses the words of system leaders to describe 6 different ways of system leadership.

Learning Objectives

- Understand more of what system leadership involves in practice



LEADING TRANSITION IN PRIMARY CARE

2 Modules

These two modules, designed by the South East Leadership Academy in partnership with Tricordant, are for primary care Leaders who find themselves leading in the context of transition and change. One focuses on balancing strategic with operational leadership needs and one on the challenge of finding a collective voice for primary care in the new system. They include links to practical tools and take aways. For primary care leaders managing through change and transition we also recommend looking at the modules within the 'Systems and Relational Leadership' category above.

Coping with Today and Planning for Tomorrow

Module Overview

This module explores the challenges facing primary care leaders in balancing the strategic and operational – working on the business as well as doing the business. It is designed to help you step back and reflect on how can you find the space and capacity to move out of the busyness into more virtuous cycles of improvement.

Learning Objectives

- Understand the need to, and how to, work on improvement for tomorrow as well as delivery today
- Explore some key aspects of change in General Practice
- Reflect on opportunities for change within your own context

Articulating the Voice of Primary Care

Module Overview

This module explores the power dynamics in the new integrated care system and how to maintain an influential Primary Care voice.

Learning Objectives

- Understand the new integrated care landscape and the changing power dynamics
- Consider different approaches to influencing others
- Feel confident to apply some practical tools
- Understand the different ways in which the voice of primary care can be articulated in the new Integrated Care Systems

LEADING TRANSFORMATION FOR INTEGRATED CARE

8 Modules



This development series is based on insights and experience drawn from work with a number of Integrated Care Systems across England. It will explore what partnership working looks like across teams and organisations. What does this mean for leaders? It is co-designed with input from with the NHSLA and local representatives to understand their current challenges and opportunities.

The aim is to enhance participants' capability to think and act as leaders within systems. The programme is for anyone involved in organisation development, change and transformation work in health and care systems across England.

Who Leads in a System? Module Overview

This topic will explore who leads in a systems context and how to lead across boundaries.

Learning Objectives

Participants will gain a better understanding of:

- How leading in a system is different to leading in a single organisation
- Types of leaders in a systems context
- What knowledge, skills and behaviours are important for those leading in systems context

Improving the Health of our Local Communities

Module Overview

This topic will explore the difference between organisational performance and real, practical outcomes and value for patients and local communities.

Learning Objectives

Participants will gain a better understanding of:

- How a focus on organisational performance metrics alone can fail to deliver whole systems outcomes
- The challenge of inverse care needs - why those who most need medical care are least likely to receive it
- How population health insights can inform leadership practice

Leading Alongside your Local Communities

Module Overview

This topic will explore engagement and co-production with communities. How can you work as leaders to hear the voice of local communities and work with their strengths and assets.

Learning Objectives

Participants will gain a better understanding of:

- Who to engage and how in your communities
- A relational approach to engagement and leading change
- What co-production and citizen leadership looks like

Rethinking Recovery - A Systems Perspective

Module Overview

This topic will explore system responses to crisis and recovery.

Learning Objectives

Participants will gain a better understanding of:

- The surprising opportunities of self-organisation
- Collaborative approaches to service and workforce recovery
- Leading recovery in networks and across boundaries

Collaborating within your Neighbourhood/Place

Module Overview

This topic will explore how to collaborate across statutory partners and communities at place levels.

Learning Objectives

Participants will gain a better understanding of:

- Place-based working and building trust
- How to work together for real change
- Examples of partnership working at place level

System Workforce Innovation

Module Overview

This topic will explore innovative approaches to our workforce and the challenges working in a system brings to the workforce.

Learning Objectives

Participants will gain a better understanding of:

- A system perspective on workforce challenges and opportunities
- Working with differences across ICS partners and places
- Innovation and transformation opportunities and tools

Humanising the Machine

Module Overview

This topic will explore how culture can be developed and nurtured at a 'system' level.

Learning Objectives

Participants will gain a better understanding of:

- Approaches to understanding and working with system culture
- How leadership and learning can be facilitated in systems
- Creating a sense of shared belonging across a system

Collaboratives – A New Way of Working

Module Overview

This topic will explore the different approaches to 'Collaboratives' as ways of working together across organisations and sectors at Place, across Providers and at System level.

Learning Objectives

Participants will gain a better understanding of:

- The different types of Collaboratives and illustrative Case studies
- The dynamics of leading and working in 'Collaboratives'
- Decision-making when you feel you might lose out

SYSTEM OD AND TRANSFORMATION

5 Modules



System leaders are increasingly required to facilitate transformational change in and across their system and organisations, often without formal power or authority.

Through these short learning videos and activities, you will enhance and develop your skills to lead, influence, and enable organisational and system transformation.

Covering five key themes of system OD and transformational change, each module contains a series of short learning videos, along with a self-directed activity. Each theme will develop your perspective, mindset and approach to create effective and successful transformation across your system.

Influencing without Formal Authority

Module Overview

Learn how to find and use your power positively, with less reliance on the hierarchy, and support others to do this, too.

Learning Objectives

- Understand more deeply what you understand a 'system' to mean, your place and role within the system, and how your mindset affects your potential to influence
- Consider which aspects of your work are conducive with hierarchical influence and which aspects are more conducive with a more networked approach
- Gain a deeper insight into your beliefs about yourself and your power, and how this affects your scope and confidence to influence other people
- Develop insights into why and how feelings and emotions matter in influencing others
- Discover what other people value about you, as a basis for using your strengths to influence others
- Practise adapting and extending your influencing skills and approach in your systems work

Challenging the Status Quo

Module Overview

Learn practical strategies for speaking up with courage. Role model this for others, creating a climate where uncomfortable tensions can be constructively explored.

Learning Objectives

- Explore your appetite, intentions and motivations for perpetuating or challenging the status quo in your systems work
- Learn practical approaches to develop and embed a climate of psychological safety, where uncomfortable issues can be more constructively addressed
- Gain a deeper understanding of how group dynamics impact on the status quo – and the choices you have as a system leader in how you respond
- Discover how you can feel safer to challenge the status quo
- Think through the costs, risks, benefits and gains of challenging the status quo
- Become more aware of the dynamics involved in challenging the status quo amongst colleagues in your systems
- Learn how to role model and embed a climate of “safer discomfort” in your systems work
- Understand the importance of “fierce compassion” when challenging the status quo
- Consider and explore the politics of challenging the status quo in your systems work
- Practise adapting and extending your approach to challenging the status quo in your systems work

Releasing the Potential of Human Systems

Module Overview

Learn why people behave as they do in organisations and systems, and how to release the positive potential of group dynamics to improve outcomes.

Learning Objectives

- Recognise patterns of how groups typically behave, particularly under pressure
- Learn how groups of colleagues can avoid the pitfalls of “survival mode”
- Notice the signs of unhealthy group dynamics
- Become more aware of the underlying causes of tricky dynamics
- Develop skills to enable healthier system dynamics in groups
- Apply your insights to groups you work with in your systems leadership

Consulting Mindset and Skillset

Module Overview

Build your skills, capability and confidence to be an effective systems change consultant in and across organisations and systems.

Learning Objectives

- Recognise patterns in the way people respond to uncertainty and change
- Become more aware of your own behaviours and responses when faced with uncertainty
- Discover how to support people to develop effective, healthy ways of coping with uncertainty and adapting to change
- Learn practical approaches to leading with compassion and supporting others to be compassionate
- Understand how to effectively acknowledge the emotion involved during times of change and uncertainty
- Explore and develop your core skillset as an internal systems OD and change leader
- Consider how you can integrate principles of systems working more fully into your practice
- Apply a robust and practical systems OD tool to your systems work
- Practise your skills as an internal system change consultant

Self as a Courageous Role Model

Module Overview

Enhance and extend your practical strategies to care for and challenge yourself as you lead and support system transformation, so you can be a role model for others and “be the system change”.

Learning Objectives

- Discover the links between clear boundaries, your wellbeing and effective systems leadership
- Learn practical approaches to maintain healthy boundaries in your systems work
- Intentionally develop strategies and practices to maintain and positively channel your energy in your systems work
- Review your habits, thinking patterns and behaviours for keeping yourself well
- Consider how new connections and networks can further your development, provide you with support and extend your system leadership learning and practice even further

Obtaining Leadership Learning Zone (LLZ) Modules

The Leadership Learning Zone (LLZ) modules are available under licence for use in:

- NHS Oracle Learning Management System (OLM) with the Electronic Staff Record (ESR)
- Through third party Learning Management Systems (LMS) such as Moodle, Totara, Kallidus and Learn Pro
- We can also provide a fully hosted and branded LLZ instance for your organisation if you do not have a learning platform available to you

If you are interested in providing the LLZ modules through any of the above routes please feel free to get in touch with us at the following e-mail address: support@leadershipnhs.uk

