

# TAVISTOCK CONSULTING



West London  
NHS Trust



Staff Nurse to Clinical Leader:  
Development Programme for Inpatient and Community Services

# Overview

## Aim

To provide a development programme for staff nurses who aspire to become clinical leaders, recently appointed team leaders and aspiring ward managers.

## Objectives

To support staff nurses to build their confidence and readiness to take up a clinical leadership role

To build leadership skills and an understanding of the role and value of management in clinical leadership amongst aspiring and existing team leaders

To increase confidence to lead effective teams in inpatient and community services.

## Aligned To Trust Leadership Competencies

- working collaboratively and supportively with each other
- building meaningful relationships based on openness and trust
- striving for excellent communication with everyone, every time
- acting professionally and presenting a positive and credible image at all times
- having ownership of the emotional and psychological climate of our organisation
- being personally and professionally accountable
- maintaining a safe and healthy working environment at all times
- continuously developing, learning and maintaining competence
- providing and seeking feedback to improve
- Innovating and improving – trying new things, simplifying and being more efficient
- displaying great interpersonal skills
- being compassionate and responding with humanity and kindness
- treating everybody with respect and dignity

# The programme

## **Aims and Objective**

This clinical leadership development programme is an opportunity to support aspiring staff nurses and newly appointed team/clinical leaders to develop their leadership skills and build resilience and confidence to take on this important role in clinical services. It is an opportunity for staff nurses and team/clinical leaders from a diverse range of backgrounds to be supported in their ambition to realise their potential as clinical leaders.

## **When and Where**

The programme will take place over three two-day modules between April and June 2019 .  
Held at Broadmoor Hospital and the Cassel Hospital at Richmond.

## **What will this entail**

Each module will focus on key areas of leadership Self, Team, System, Change

- What it means to take up the role of clinical leader, hold individual and teams to account, manage boundaries.
- How to understand team dynamics,
- Leading teams through change and uncertainty
- Understanding the impact of clients and the bigger system on effective work

## **Management Involvement**

Managers will be active supporters throughout this programme, giving participants opportunities to implement and embed their learning when back on the ward or in the community. Participants will explore the value of the team leader role to staff and managers striving together towards high quality patient care. It will develop capacity to see and work with the bigger picture in mind and to broaden the perspective of your staff.

# Module Overview

## **Module 1: Programme introduction Developing self as a clinical leader**

Welcome from the Trust

- Understand the Programme Overview and Context
- Set Personal Leadership Goals
- Develop internal and external resources to sustain self as clinical leader
- Gain insight into personal histories and impact of these on self as leader
- Understand role, authority, and task
- Have opportunity to give and receive feedback on presentation of oneself as a clinical leader

## **Module 2: Leading Effective Teams**

- Consider what makes for, and how to facilitate, effective team working in a clinical setting
- Explore different approaches to leadership and followership in teams
- Develop confidence in working with difference and diversity of experience
- Understand and manage team boundaries
- Explore the impact of the client on team dynamics
- Build a coaching approach to challenging and influencing
- Understand and manage conflict within and between teams

## **Module 3 Leading Change**

- Experience impact of change and its complexities in a clinical service
- Develop enhanced understanding of the effects of, and resistance to change at individual, group and organisational level
- Develop enhanced ability to lead the process of change
- Apply learning to work situations and consider ones role as a change agent

## **Module 3 contd Presentation and celebration of learning**

- Embed individual and shared learning experiences
- Share with co-learners and managers ideas and opportunities identified through the learning process
- Demonstrate changes in individual, group and organisational culture and practice as a result of programme learning.
- Connecting with the value of the work and the role of leadership

# Module 1 Programme Introduction

## Learning Objectives

By the end of the Module participants will have had the opportunity to:

- Understand the Trust's investment in programme participants
- Establish a learning and working culture for the group – including experiential learning
- Understand the values and principles that underpin the programme
- Develop a clear understanding of the Programme and the preparation required for each module, including to how to seek and receive feedback
- Establish personal leadership development goals for the programme
- Engage ones line manager in the learning process, through regular updates on learning and skills development

# Module 1 contd Self as Leader

## Learning Objectives

By the end of the Module participants will have had the opportunity to

- Develop internal and external resources to sustain oneself as a clinical leader, building resilience and managing pressure in a clinical area
- Gain insights into personal histories and the impact of these on oneself in a clinical leadership role
- Appreciate leadership and authority role models
- Recognise the role of leadership and the challenge of shifting from peer to leader
- Understand what it means to take up ones authority in role
- Reflect on the organisational task and the dynamics of role and care
- Develop introductory skills in giving and receiving feedback on presentation of self as a leader and influencer
- Undertake review and application of learning

# Module 2 Leading Effective Teams

## Learning Objectives

By the end of the Module participants will have had the opportunity to

- Consider what makes for, and how to facilitate, effective clinical team working
- Explore different approaches to leadership and followership in teams
- Develop confidence in working with difference and diversity of experience and within a multi-disciplinary and multi-agency setting
- Understand the value of management in supporting teams to deal with challenging task
- Understand conflict within and between teams and how to respond
- Explore how to work within and across team boundaries
- Practice active listening and other aspects of a coaching approach and how to handle difficult conversations
- Understand the unique challenges of the Trust's client group and its impact on the team
- Undertake review and application of learning

# Module 3 Leading change

## Learning Objectives

By the end of the Module participants will have had the opportunity to:

### Day 1 and 2

- Experience impact of change and its complexities
- Develop enhanced understanding of the effects of, and resistance to change at individual, group and organisational level
- Develop enhanced ability to lead the process of change in a clinical environment
- Apply learning to work situations and consider ones role as a change agent
- Undertake review and application of learning

### Day 2 (pm)

- Embed individual and shared learning experiences
- Share ideas and opportunities identified through the learning process
- Demonstrate changes in individual, group and organisational culture and practice as a result of programme learning

# Programme Dates

<b>Module 1</b>	<b>8-9 April,</b>	<b>Broadmoor LDC</b>
<b>Module 2</b>	<b>20-21 May</b>	<b>The Cassel, Richmond</b>
<b>Module 3</b>	<b>26-27 June</b>	<b>The Cassel, Richmond</b>

## Our team

### Jennie McShannon



Jennie is an experienced organisational consultant and coach working primarily in the NHS and voluntary sector organisations as well as in the corporate sector and education. Jennie has 20 years previous experience in social care mental health, addiction, housing and homelessness services and was CEO of a national charity. Jennie teaches on the Tavistock and Portman's Masters in Consulting and Leading in Organisations.

### Ben Neal



Ben is a management and leadership coach, and organisational consultant, with over fifteen years of experience. A specialist clinical practitioner, with fifteen years clinical experience working with psychosis, personality disorder, and trauma Ben he has worked with leaders and managers who work with and deliver services to some of the most demanding and vulnerable demographics in society. Ben also teaches on the Tavistock and Portman's Masters in Consulting and Leading in Organisations and the Educational Psychology Doctorate Programme at the Tavistock..

# Application Process

## The Staff Nurse to Clinical Leader Programme

<b>Application deadline</b>	-	<b>25<sup>th</sup> February 2019</b>
<b>Shortlisting</b>	-	<b>28<sup>th</sup> February 2019</b>
<b>Interview Dates London based staff</b>	-	<b>6<sup>th</sup> March 2019 Ealing LDC</b>
<b>Interview Dates Broadmoor based staff</b>	-	<b>12<sup>th</sup> March 2019 Broadmoor LDC</b>
<b>Notification of places</b>	-	<b>15<sup>th</sup> March 2019</b>
<b>Course commences</b>	-	<b>8<sup>th</sup> April 2019</b>

# Contact

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