

*Influencing the future*

The leadership development programme  
for emerging leaders in pathology



## Is this a development opportunity tailor made for you?

This answer is yes if you are

- working in any pathology discipline as a healthcare scientist or medical consultant and
- are in a post where you carry significant operational management responsibility and
- are eager to become a pathology leader of the future and exert influence in the wider NHS for the benefit of patients and carers

If so we'd like to invite you to apply to join our programme.

## How to register your interest

Please approach your line manager/medical director/other Trust director or non-executive director to act as your 'organisational sponsor'

To register, please complete the short online form by following the link below.

<http://www.surveymonkey.com/s/JJHRQJL>

## Deadlines:

Your electronic registration needs to be received by **noon on Friday 19th February 2010**. Applicants who make the most compelling case for securing investment in their leadership development will be invited to participate in a telephone interview. **Applicants will be notified if they have been shortlisted for interview by Thursday 25th February 2010**. Other applicants may be invited to participate in subsequent programmes for emerging leaders.

## Dates for your diaries

Please hold the following programme dates in your diary:

Telephone interviews for the programme will be held on Monday 1st, Monday 8th and Friday 12th March. The telephone interview will last approximately 20 minutes.

Residential modules will be held at a venue in Northamptonshire on:

**Monday 26th and Tuesday 27th April 2010**

**Tuesday 29th and Wednesday 30th June 2010**

**Wednesday 22nd and Thursday 23rd September 2010**

**Thursday 2nd and Friday 3rd December 2010**

## What does the programme entail?

The Programme aims to develop a group of pathology medics and health care scientists, equipping them with a greater understanding of the issues faced by high level leaders and some of the essential skills required to consolidate and expand their leadership roles during their career pathway. The expectation is that those selected for the programme will apply knowledge and skills gained from the course to make a significant, service, trust or strategic level management and leadership impact. Other desired outcomes from the scheme are:

- to enhance individual leadership skills to improve health services
- to increase self awareness and commitment to development
- to ensure sustained leadership development and application of learning
- to increase the visibility and raise the profile of pathology in the wider NHS

## Who is the programme for?

The programme is intended for pathology staff who have moved into roles where they now have operational responsibilities.

This would include:

- Pathology health care scientists who are involved in shaping their service
- Recently qualified medical consultants working in pathology

Applicants will be able to demonstrate:

- a track record of professional, academic and personal achievement
- an enthusiasm, interest and commitment to developing leadership and management skills
- the potential to benefit from this opportunity and to apply the learning in their pathology leadership roles to improve health and health care.

We intend to have a broad mix of specialties, experience, gender and ethnicity and we especially welcome applications from groups under-represented at senior levels in health care sciences and in leadership roles in the NHS more generally.

## About the programme

Over the course of 9 months, the programme offers participants:

- a series of two day residential learning modules focused on different aspects of leadership development including personal leadership qualities and leading service improvement and quality
- three coaching sessions with a leadership coach allocated through the programme

In addition, you will be supported to develop, design and implement a project. This may be within your own organisation or you may use it as a conduit for developing your network with other NHS and Social Care organisations. Projects will be used as case study material for the learning modules.

## What commitment is involved?

You will be expected to:

- attend two-day residential modules based at venues in Northamptonshire: For details please see 'Dates for your diaries' above.
- participate in three coaching sessions
- undertake a project to be presented in poster form at the last module (December 2010)
- keep your organisational sponsor in touch with the programme and your development
- take part in the evaluation process

It is important to be clear that **participants must commit to 100% attendance in all aspects of the programme**

## Who is supporting the programme?

The programme is sponsored by Dr Ian Barnes – National Clinical Director for Pathology and commissioned, funded and managed by the Department of Health. Phoenix Consultancy has been commissioned to deliver the programme which will be facilitated by Merlin Walberg (President, Phoenix Consultancy USA Inc) and Dr Jag Dhaliwal (Director and Honorary Associate Professor, Health Services Management, Warwick University) and will include some external contributors. Participants' employing organisations are expected to grant study leave for all aspects of the programme and to fund travel costs. Dr Ian Barnes has written to Strategic Health Authority Chief Executives to request employing organisation chief executives to authorise leave to attend the programme

## Why is clinical leadership important?

*“Making change actually happen takes leadership. It is central to our expectations of the healthcare professionals of tomorrow”*

*“Leadership has been the neglected element of the reforms of recent years. That must now change”*

*“It is unrealistic to expect NHS staff to take on leadership without action to make it integral to training and development”*

Source:DOH 2008. High Quality Care for All: NHS Next Stage Review

*“In particular, we see a powerful case for strong clinical leadership. Such leadership would mean representing the specialty to others, so as to promote its potential for contributing beneficially to wider clinical decisions and enhanced patient responsiveness, and to make the case, where appropriate, for spending more on pathology in order to reap bigger savings elsewhere. It would also mean defining the nature, range and scope of the service in order to meet the needs of patients and their carers; defining the standards to which they should be delivered and ensuring that these standards are met; and ensuring that the service is employed effectively – in relation to the current repertoire of investigations as well as new investigations and new technology.”*

Source: Report of the Review of NHS Pathology Services in England, Lord Carter,

As part of a wider strategy to raise the profile of pathologists following the Carter review, Dr Ian Barnes, National Clinical Director for Pathology has engaged Phoenix Consultancy to undertake of a series of nationally-commissioned initiatives created to serve the leadership learning needs of senior pathology staff. This programme marks the launch of programmes designed specifically for emerging leaders.

## Participants from NHS West Midlands leadership programmes led by the same facilitators share their experiences:

*"I am more self aware, more 'aware in the moment'. I have increased my own and my department's visibility, I have improved my own leadership qualities and those of my team leaders. I actively promote the application within my department of what I have learned"*

*"I have certainly embraced what has been taught, and utilised these new techniques. Being a natural problem solver, I have learnt to coach my team to develop their own solutions. The course has been fantastic. Delivered at a fast pace, it has engaged, developed and empowered. It has provided life changing, life long skills whose benefits extend well beyond those who been fortunate to attend"*

*"This is the first course I have undertaken where real life situations are discussed and then the theory is applied. This has made the course relevant and extremely useful. I also find the support of the group members and the facilitator invaluable, and the opportunity to discuss issues at work that we are struggling with."*

*"I have completed leadership courses in the past, which have provided me with a lot of the theory behind managing but I feel little changed in my practice. The programme gave me practical tools of how to apply the theory in real life. The facilitator gave encouragement when individuals had achieved changes and gave gentle persuasion/additional ideas to facilitate further change. Sessions were determined by the group but the facilitator is extremely skilled at integrating the theory into the programme"*.



### Advice from previous participants for prospective candidates:

*“The programme is very dynamic but at the same time relevant. It covered day to day issues whilst at the same time also covered other potential issues that we might encounter in the work place. The ability to gain knowledge whilst at the same time being in an environment where sharing of everyday situations felt right and comfortable. Having professionals on the group from different trusts and areas of work made it interesting.”*

*“To see the sessions as an opportunity for your own structured personal development time during which you can learn new concepts, problem solve and think differently or creatively about the way in which you perform.”*

*“Be prepared to evaluate yourself and how you interact with others. Must be prepared to try things out or follow up on the suggestions made by the facilitator within work environment”*

### Further details

Please feel free to contact either of the facilitators for further information

By email: Merlin Walberg      [phoenixconsult@mindspring.com](mailto:phoenixconsult@mindspring.com)

By phone: Jag Dhaliwal      07985 680071

### And finally:

May we request your help? We would be grateful if you could forward this flyer to all of your pathology contacts and colleagues. We'd like a broad group of eligible professionals to apply.

Many thanks

Merlin Walberg & Jag Dhaliwal

