

THE MINDSET SHIFTS REQUIRED IN CCG LEADERS TO THRIVE

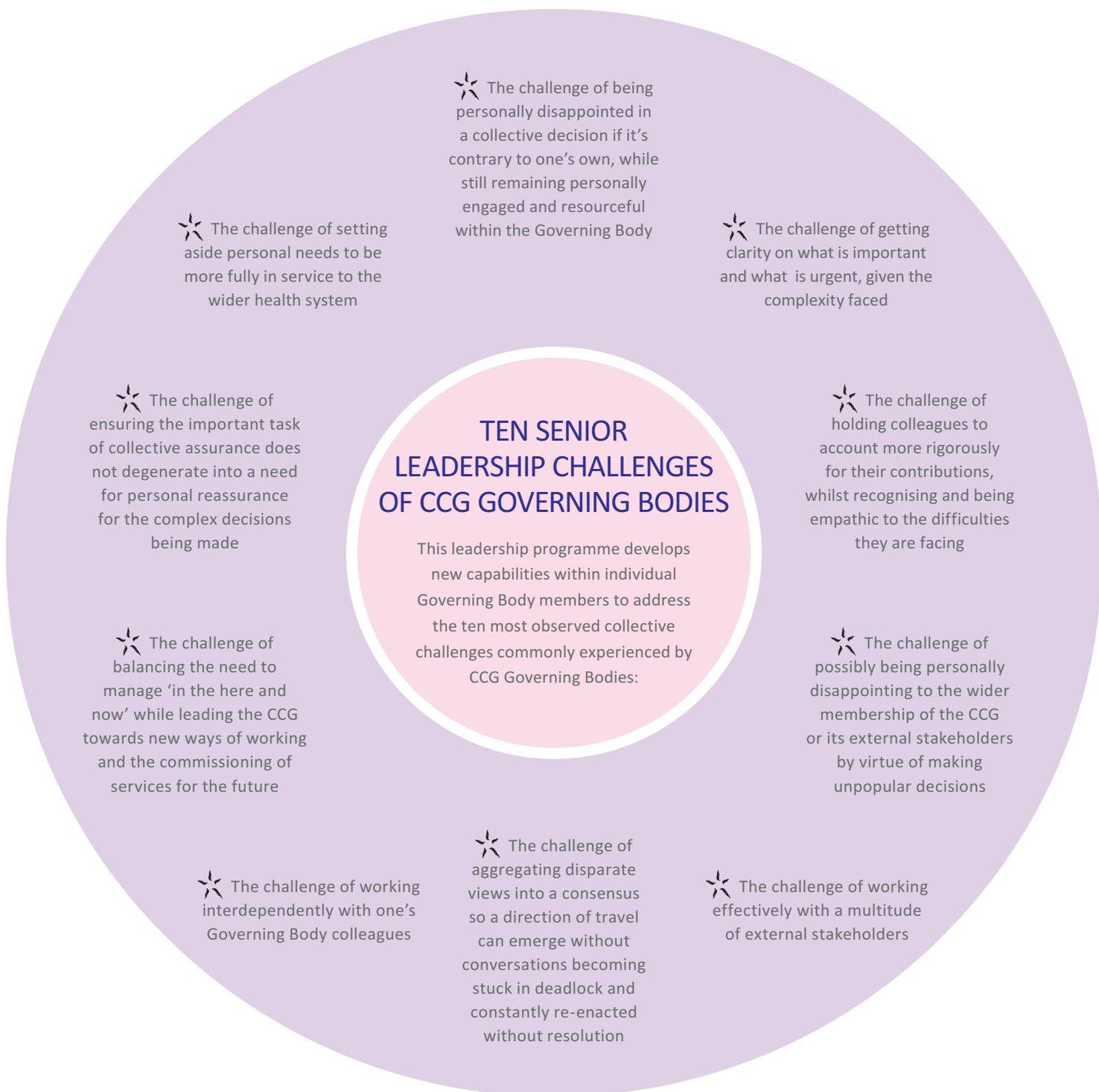
CCG Governing Body members are operating in a complex and challenging environment in which their ability to lead from the front will depend on their mental agility and emotional resilience. For these senior managers being able to assimilate information quickly, make uncomfortable decisions and deal with

the shifting and ambiguous situations will be what defines them as effective leaders – or not.

The content will focus on high level leadership capabilities and the necessary mindset shifts required by leaders. This programme will benefit all Governing Body members.

The programme is aimed at:

1. GPs and clinical leaders in their first senior level position
2. Lay members looking to execute their governing duties more effectively
3. Managers in a transitional phase between manager and leader



“When the rate of change outside is faster than the rate of change inside the organisation, then the end is near.” Jack Welch, CEO, GE

OUTCOMES FROM THE ACCELERATED SENIOR LEADERSHIP PROGRAMME

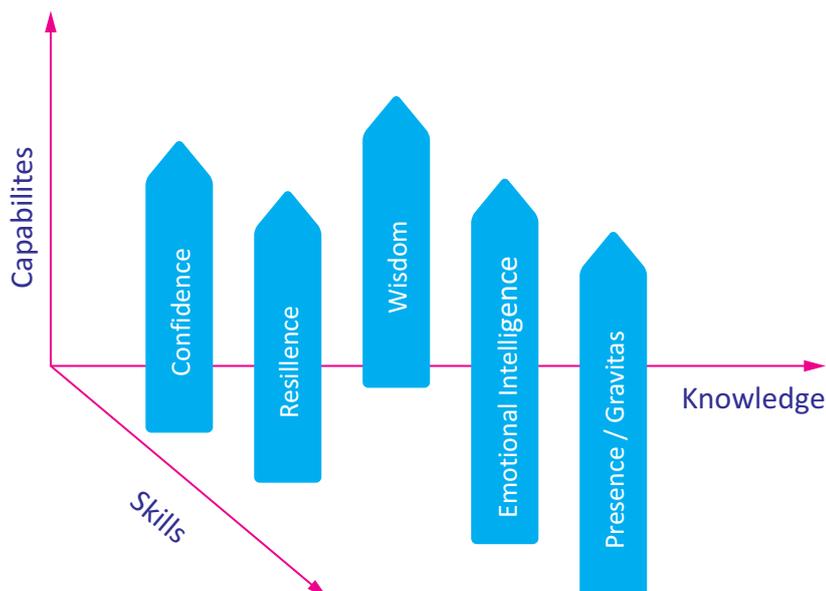
The outcomes from this bespoke leadership development programme address the ten challenges mentioned previously. Although the outcomes are individual in nature, collectively

they will lead to a greatly enhanced demonstration of agility and capability by the Governing Body to keep up with the unwavering pace of change within the NHS.

Typical outcomes include:

- ✧ Becoming more resilient - being 'more comfortable with the uncomfortable'
- ✧ Becoming more influential and impactful
- ✧ Clarity when one is managing 'what is' rather than leading 'what will be', and balancing this
- ✧ A capacity to be robustly challenging to one's colleagues, when necessary
- ✧ An enhanced wisdom of what can be influenced and what cannot
- ✧ A capacity to make decisions, and sit with a reasonable level of doubt of their veracity
- ✧ The development of a pluralistic mindset to recognise the partial truth in others views
- ✧ A greater comfort in contributing to conversations in which one is not expert
- ✧ A robustness when dealing with disappointment
- ✧ The capacity of setting aside one's personal needs for the good of the wider health system

WHAT IS SENIOR LEADERSHIP DEVELOPMENT?



At senior levels, leadership development is less about acquiring new tools and techniques (skills and knowledge). The real breakthroughs are in acquiring a set of internal capabilities and mindset shifts (shown in the vertical dimension opposite) which include:

- ✧ wisdom
- ✧ resilience
- ✧ presence
- ✧ confidence
- ✧ emotional intelligence

LEADERSHIP DEVELOPMENT PROGRAMME STRUCTURE

The programme consists of two intensive one-day workshops spaced two months apart, with a telephone coaching session provided in-between. Participants will be offered the opportunity to influence the content at the beginning of the programme when they identify their own work challenges and personal development needs.

The workshops will be lively and interactive, blending coaching techniques with group and pair discussions as well as tutorials. This provides an experiential learning environment supported by peer learning, a strong theoretical underpinning and a highly practical 'so what' set of outcomes.

- ✧ Developing leadership capacities for leading across complex and ambiguous environments
- ✧ An exploration of influence, conversations and decision-making at board level
- ✧ The personal dimensions of senior leadership - leadership as a 'way of being', gravitas and resilience
- ✧ The interpersonal dimensions of senior leadership - corporacy, collaboration and challenge

WHO WE ARE



BAZ HARTNELL is a leadership consultant with a senior commercial background who has worked with around twenty CCGs in the past two years. Possessing an MBA and an MSc in Executive and Team Coaching, he undertakes Governing Body, Board and senior team development and executive coaching to Chairs, Accountable Officers, executive directors and managers across the entire NHS. He has been a member of the national NHS register of coaches for the past eight years, a register now overseen by the NHS Leadership Academy. He is a member of the European Mentoring and Coaching Council and an Affiliate of the Centre for Leadership Studies at the University of Exeter.



DR SUE HOLLAND is a leadership consultant with a business background. She works both 1:1 with leaders and with teams to provide challenge, insight and support in the pursuit of leadership development and organisational results, particularly through periods of transformation. She is described by her clients as attentive, calm and curious, skilled in exploring issues creatively and sensitively. As a consultant, Sue has worked extensively with CEOs, VPs and directors in both the private and public sectors. She has a Diploma in Executive Coaching and a Diploma in Gestalt Process Consultancy and is a member of the European Mentoring & Coaching Council.

TO FIND OUT MORE

Please contact Starr Performance by calling **01460 239143** or by emailing **info@starr-performance.co.uk**

The website, **www.starr-performance.co.uk** contains more information on what we do at Starr Performance, including testimonials and case studies from satisfied clients.