Programme

Module one: Understanding leadership
Wednesday 20 September 2017

9.30 – 10am
REGISTRATION AND REFRESHMENTS

10 – 10.15am
Introductions

10.15 – 11am
Induction:
Outline of the qualification
ILM Studying Membership and benefits
Format of the programme
Assessment requirements
Tutorial support

11 – 11.15am
REFRESHMENTS

11.15am – 12.45pm
Understanding leadership
  • What is a leader?
  • What does leadership mean within the NHS Clinical Leadership Competency Framework? Setting direction
  • How do you become an effective leader? Developing and demonstrating personal leadership qualities, styles and behaviours

12.45 – 1.30pm
LUNCH

1.30 – 2.45pm
Management versus leadership: improving and managing services
  The leader – role and responsibilities

2.45 – 3pm
REFRESHMENTS

3 – 4.15pm
Theories of leadership
  Theories and practice as a framework for assessing and developing leadership skills

4.15 – 4.30pm
Assessment overview

4.30pm
CLOSE
Module two: Planning and leading a complex team activity (part one)
Tuesday 26 September 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  The value of planning activities
  - Clarity of purpose in planning
  - The planning cycle
  - Planning techniques
  - Implementation planning
  - Planning and organising the team’s work

10.45 – 11am  REFRESHMENTS

11am – 12.30pm  Working with others and making teams effective
  - Setting SMARTer aims and objectives
  - PEST, SWOT and risk analysis
  - Dealing with difficult situations and behaviour

12.30 – 1.15pm  LUNCH

1.15 – 2.30pm  Working with others and making teams effective (continued)
  - Effective communication
  - Techniques to check understanding

2.30 – 2.45pm  REFRESHMENTS

2.45 – 4.15pm  Understanding motivation
  - The traditional theories of motivation
  - Modern frameworks for understanding motivation
  - Suggestions and tips for motivating others

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module three: Planning and leading a complex team activity (part two)
Thursday 5 October 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  Providing effective leadership to team members
  • Identifying key skills of effective leaders
  • Effective and ineffective leadership styles

10.45 – 11am  REFRESHMENTS

11am – 12.30pm  Establishing trust and responsibility
  • Accountability and personal responsibility

12.30 – 1.15pm  LUNCH

1.15 – 2.45pm  Effective delegation and empowerment
  • Nature, purpose and best practice in delegation
  • Common barriers to delegation

2.45 – 3pm  REFRESHMENTS

3 – 4.15pm  Problem solving and decision making
  The art of receiving feedback
  Reviewing performance

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module four: Managing and implementing change in the workplace (part one)  
Monday 9 October 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  The nature and purpose of the organisation

- Mission and value statements
- Organisation chart and structures
- Stakeholders analysis

10.45 – 11am  REFRESHMENTS

11am – 12.30pm  Understanding the change process

- Change management
- Change, transition and transformation

Leading and managing change

12.30 – 1.15pm  LUNCH

1.30 – 2.30pm  Change theories

- Kotter
- Lewin
- Bridge

2.30 – 2.45pm  REFRESHMENTS

2.45 – 3.30pm  Project management approach

3.30 – 4.15pm  Feasibility and viability

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module five: Managing and implementing change in the workplace (part two)
Monday 30 October 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am Issues in the change management process
- Organisation issues
- Group resistance to change
- Individual resistance to change

10.45 – 11am  REFRESHMENTS

11am – 12.30pm Making change effective
- Effective leadership and change management skills
- Linking all change agendas together
- Monitoring and evaluating

12.30 – 1.15pm LUNCH

1.15 – 2.45pm Effective communication
- Internal organisation communication
- Interpersonal skills
- Non-verbal communication

2.45 – 3pm  REFRESHMENTS

3 – 4.15pm Knowledge management

4.15 – 4.30pm Assessment overview

4.30pm  CLOSE
Module six: Understanding the management role to improve management performance
Tuesday 7 November 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am Understanding the management role
  • Management theories
  • Management styles
  • Difference between management and leadership

10.45 – 11am  REFRESHMENTS

11am – 12.45pm Understanding the management role continued

12.45 – 1.30pm LUNCH

1.30 – 2.45pm Personal style and approach
  • Emotional intelligence
  • Developing impact and influence
  • Networking skills
  • Understanding your personal management style and its effect on situations and individuals
  • Identifying blind spots

2.45 – 3pm  REFRESHMENTS

3 – 4.30pm Reviewing performance
  • Collecting and analysing feedback from team members on your own performance
  • Self-assessment and reviewing your own performance
  • Personal Development Plan

4.30pm  CLOSE