

## SAMPLE CLINICAL LEADERS DEVELOPMENT PROGRAMME

### Educating, Training and Developing Staff – WHY BOTHER?

The Programme’s aim is to understand and develop the leadership agenda for senior medical staff.

The Programme’s objectives are to:

- understand change in the context of the NHS, Social Care, and Higher Education policy contexts;
- understand the risks associated with the “Hierarchical Gradient” and “Group-Think” and how staff development can offset the risks associated with these phenomena;
- understand career cycles and the role of structured interventions to develop experts and address dysfunctionality;
- understand the NHS’s professional education and training system and the role of the new Deaneries for junior staff and the GMC’s re-registration requirements for senior staff;
- build an action plan for leading your Trust’s professional, personal and management education, training and development programmes.

Policy Analysis and Legal Framework	Risk Analysis and Management	People Analysis and Management
<ul style="list-style-type: none"> <li>▪ Introductions to each other and the programme, and agree ways of working.</li> <li>▪ Policy-making processes and UK constitutional law-making.</li> <li>▪ NHS, social care and education policy context and potential impact assessment.</li> <li>▪ Strategic service change and development and medical and scientific progress.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mr. Justice Sheen’s Report of the Townsend-Thoresen Inquiry and its implications for risk-management in the NHS.</li> <li>▪ Medical Power Systems and “Abbott’s System of Professions.”</li> <li>▪ Tannenbaum’s “Hierarchical Gradient” and risk-taking and management cultures.</li> <li>▪ Janis’s “Group Think” and the quality of complex decision-making in expert cultures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Schein’s and Weick’s Life and Career Cycle Models.</li> <li>▪ Career Orientations and development in the three phases of a consultant’s life.</li> <li>▪ The genesis of discontent and dysfunctionality.</li> <li>▪ Career regret and coping with disappointment and loss.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>The Leadership Agenda: Managing complex change in professional services.</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>The Leadership Agenda: Balancing risks in expert cultures.</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>The Leadership Agenda: Developing experts and expertise.</b></li> </ul>