

Programme Overview

Learning Philosophy and Approach

As we described at the beginning of this guide, the Developing Senior Systems Leadership, is a [contemporary leadership development offer](#).

The programme is rooted in principles of individual agency and self-managed learning and designed to mirror some of the challenges of working at the most senior levels of our system. It will support you to lead well within your own local system and to develop your capability to lead across the wider system, both now and in the future. We will not be 'teaching' you lots of leadership theory and models as ends in themselves. Rather, our approach is designed to provide you with space where you can work simultaneously on your own leadership, alongside a like-minded peer group with stimulus from thought leaders, partners and established senior leaders who will share their insight, ideas, and experiences.

You will also be invited to help shape the design as the programme progresses to ensure that it responds to both what is happening in the system and, to your emerging needs and interests.

"We all recognise and complain regularly that the world has changed around us, it's ever more chaotic, changing, and confusing. We can do nothing about that, OR, you can go on a programme that is attempting to make sense of that; that will help you to start to protect yourself from all the chaos and help you to start helping others to make sense of what we are living through."

Jim Crabb

**Associate Medical Director – Mental Health, NHS Forth Valley
Cohort One Participant**

"I am trying to listen more, be more reflective, take the time to invest in relationships, build trust and confidence in everyone. I am far more thoughtful and deliberate about it. I am deliberately listening more deeply to differing perspectives. I find myself letting go of task and structure to create room for more organic engagement, relationship building and innovation."

Jillian Torrens

**Head of Acute and Complex Care – Argyll & Bute Health & Social Care Partnership
Cohort One Participant**

"Getting honest feedback in a safe space so you can improve your impact & influence. Having my sponsors behind me and supporting me throughout the programme makes the value and my impact more valuable and sustainable. I really appreciate them and their challenge that they are bringing."

Marion Slater

**Geriatrician & Associate Post Graduate Dean in the North - NHS Grampian & NHS
Education for Scotland
Cohort One Participant**

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Developing Senior Systems Leadership involves a variety of different learning experiences over a period of 10 months. This will include residential workshops, on-line learning, live collaborative work with peers, interaction with Sponsors and first-hand exposure to Board level working through activities such as shadowing and observation and, one to one coaching.

From your participation in the programme, you will benefit from:



A deeper understanding of the emerging context for Social Care, Social Work and Health and, what that means for the leadership work to be done..



Understanding the challenges and competing tensions that accompany senior leadership roles and how they are different to operational and functional leadership. These challenges are often complex collections of competing demands, such as the need to achieve significant change alongside the immediate pressures of day-to-day performance while maintaining morale and engagement.



Developing a clearer sense of your own leadership purpose, impact, and presence.



Developing critical judgment and decision-making capabilities especially in situations where the 'road map' doesn't exist and where conflicting interests are involved.



Inquiring into what it takes to lead successfully at an executive or equivalent senior level. You will learn from faculty insights and experiences of executive level leaders from across the system on transitioning and succeeding in these roles including , holding corporate level responsibilities for governance and value for public money.



Building your relational leadership skills and your capacity to create sustainable team, organisational and system cultures based on compassion, trust, inclusion, and psychological safety.



Hearing first-hand from experienced senior systems leaders about what it takes, the expectations and the skills that leaders need when working within a political environment, including engaging with power.



Extending your networks and developing a wider peer support group across the system.



Learning how to sustain your own and others' resilience.



Delve into current transformational systems leadership challenges e.g. Diversity and inclusivity, activism.



Exploring how to enable systems changes that are grounded in lived experiences of people

Programme Learning Outcomes

"Expect a wide range of exciting activities, from understanding self to understanding how interactions impact on the wider system, the ripple effect."

Gail Woodcock

**Head of Integration in Falkirk Health & Social Care Partnership
Cohort One Participant**

Participants on the programme will:



Develop higher levels of readiness for senior leadership roles.



Develop whole system understanding and capability to lead and work collectively across health, social work and social care to create collaborative solutions.



Develop increased levels of insight, purpose, impact, presence, and overall leadership confidence.



Be supported individually and collectively by a strong sponsor group.



Understand and develop their capability to work with competing tensions and balance the need for performance now with transformation and change (relational, transformational and performance leadership).



To explore how they model compassionate and inclusive leadership and encourage and support others to do the same.



Develop and hone judgement and decision making skills in complex and critical situations.



Better understand and respond to the complexity of the health, social work and social care policy and service landscape.



Develop personal, team and system wide resilience.



Understand current transformational systems leadership challenges e.g. diversity and inclusivity, activism.



Explore how to enable systems changes that are grounded in the lived experiences of people.