

## RPS / Health Education South London Leadership Programme Briefing

**The Leadership Development Programme** is developed specifically for the RPS / Health Education South London, by the CIPD to help develop the Leadership Behaviours of Pharmacists. RPS has agreed in principle to endorse the programme.

Each module will be a highly interactive and participative workshop where you will have the opportunity to develop key personal leadership skills and knowledge and apply this learning into the context of your roles as pharmacists, whether you are Organisational Leaders, Clinical Leaders or both.

Each module will include relevant CIPD and other research to provide a good foundation for the practical application into the specific context of shared leadership in the pharmacists' role.

Each module duration is 1 day, delivered on a Sunday approximately once a month, from 10am to 4pm to minimise the impact on the working week. (For actual dates, please see the schedule at the end of this document)

### 10 Modules

1. Developing Self Awareness
2. Managing Yourself
3. Continuing Personal Development
4. Working with Others
5. Working with Teams
6. Managing Services
7. Managing People 1
8. Managing People 2
9. Developing Capability
10. Context for Change

Module titles mainly link to the RPS Leadership Competency Framework (LCF). RPS has elected to keep the LCF available for those who prefer to use this model, which is focused on the 'what to do' in leadership and the titles are useful in this context to think about activities.

However the specific content within each module is linked to the new RPS Leadership Development Framework, which will become the primary document for leadership behaviours in RPS as it reflects current thinking on leadership and is more reflective of how to make a difference through leadership.

We will look briefly at each of the modules, how it linked to that framework and the other requirements to complete the programme:

### Module 1:

#### Developing Self Awareness

#### LDF Behaviours

- Inspiring shared purpose
- Leading with care

## **Indicative Content:**

- Defining Personal Impact
- Tools for Self Awareness
- Personal SWOT analysis
- Assessing your impact on others
- Emotional Intelligence
- Applying Emotional Intelligence
- Principles of Continuous Personal Development (CPD)
- Action Planning

## **Module 2:**

### **Managing Yourself**

#### **LDF Behaviours**

Leading with care  
Holding to account

#### **Indicative Content:**

- Personal Effectiveness principles
- Work-life balance
- Reviewing and improving own KPI's and objectives
- Deciding your work priorities
- Practical ways to organise your work
- Self-management skills
- Action Planning to apply learning

## **Module 3:**

### **Continuing Personal Development**

#### **LDF Behaviours**

Developing capability

#### **Indicative Content:**

- Learning Theories
- Identifying Knowledge, Skills and Attitudes for your role
- Principles of Learning Needs Analysis
- Personal Learning Needs Analysis
- How do we close the gaps?
- Definitions of Ethics and integrity
- Ethical challenges
- Working effectively in a multicultural environment
- Action Planning to apply learning

## Module 4:

### Working with Others

#### LDF Behaviours

Sharing the vision  
Connecting our service  
Influencing for results.

#### Indicative Content:

- Range of stakeholders and ways to collaborate effectively with them
- Activities to engage with stakeholders effectively
- Communication process
- The importance of listening
- Communication styles
- How styles can clash and ways to address this
- Building rapport
- Action Planning to apply learning

## Module 5:

### Working with Teams

#### LDF Behaviours

Engaging the team

#### Indicative Content:

- Managing Conflict
- Assertiveness techniques
- Difficult conversations
- Feedback process
- Verbal and non-verbal communications
- Definitions of Teams
- Stages of Team Development
- Actions to develop teams
- Team Effectiveness
- Action Planning to apply learning

## Module 6:

### Managing Services

#### LDF Behaviours

Connecting our service  
Evaluating information

## **Indicative Content:**

- Planning processes
- Getting feedback to develop plans
- Evaluating options
- Making decisions
- Identifying resources required
- How to organise a range of resources
- Improve efficiency and effectiveness of resources
- Action Planning to apply learning

## **Module 7:**

### **Managing People**

#### **LDF Behaviours**

Inspiring shared purpose  
Sharing the vision  
Leading with care

#### **Indicative Content:**

- Leadership styles
- Understanding levels of Capability and Willingness
- Impact of your personal leadership style
- How to lead and manage more effectively
- Organising and delegating to achieve objectives
- 7 Steps to effective Delegation
- Motivational Theories
- How to improve motivation of your employees
- Practical actions to address issues with employees
- Action Planning to apply learning

## **Module 8:**

### **Managing People**

#### **LDF Behaviours**

Influencing for results.  
Holding to account

#### **Indicative Content**

- The manager's responsibility for managing team and individual performance and meeting objectives
- Performance management process and structure
- The relevance of SMART objectives, and how to set them
- How to set performance standards
- How to measure performance against agreed standards
- A range of methods for measuring performance and how to select the ideal one

- Techniques for performance monitoring and evaluation
- How to interpret variances in performance and take appropriate action
- Range of performance improvement techniques available
- Action Planning to apply learning

## Module 9:

### Developing Capability

#### LDF Behaviours

Developing capability

#### Indicative Content:

- Roles and responsibilities of managers for on the job coaching and mentoring for improved performance
- Practical benefits of coaching and mentoring
- Challenges of practical application of coaching and mentoring and how to overcome those challenges
- Identifying Learning and Development Needs
- Developing an on the job coaching plan for an individual
- Applying the Coaching Cycle
- Practical Role Plays using scenarios specific to context to consolidate skills
- Action Planning to apply learning

## Module 10:

### Context for Change

#### LDF Behaviours

Inspiring shared purpose

Leading with care

Evaluating information

Connecting our service

Sharing the vision

Engaging the team

Holding to account

Developing capability

Influencing for results.

#### Indicative Content:

- Factors driving change
- Forces for change: PESTLE Analysis
- Planning Change: Key Questions
- Managing Change
- Impact of change on individuals
- Reasons for resisting change
- Ways people resist change – Team levels

- Transition Curve
- Dealing with Resistance
- Engaging Leadership and change
- Managing the consequences of change
- Action Planning to apply learning

## Project Work

Participants will be required to produce two projects as a result of the programme. The first is a Personal Project, the second is a Group Project.

**Personal Project:** Participants will be required to produce a Leadership Development Plan and Development Record that links to the portfolio required to demonstrate practice. The initial Leadership Development Plan will be due after Module 3, with the Development Record and final Leadership Development Plan due at the end of the programme.

**Group Project:** Participants will be required to collaborate with a specific group of others on a Work Based Project, set by key stakeholders, that helps them integrate the learning from the programme and practically apply it in the context of their roles. This project will be due at the end of the programme and will be presented to a group of key stakeholders at an evening session after completion of the programme.

## Schedule of Dates:

Event:	Proposed Dates 2015:
Initial Launch Evening	20 <sup>th</sup> January
Cohort Launch Evening	26 <sup>th</sup> February
Module 1	22 <sup>nd</sup> March
Module 2	26 <sup>th</sup> April
Module 3	17 <sup>th</sup> May
Module 4	14 <sup>th</sup> June
Module 5	5 <sup>th</sup> July
Module 6	19 <sup>th</sup> July
Module 7	20 <sup>th</sup> September
Module 8	18 <sup>th</sup> October
Module 9	22 <sup>nd</sup> November
Module 10	13 <sup>th</sup> December
Presentation Evening	TBC – January 2016