Strategic Leadership Programme Online

24 November 2020 to 27 May 2021
What does this programme offer you

This is a bespoke Leadership programme created by Hospice UK and The Westcott Group will enable you to develop and apply contemporary leadership skills with huge relevance to the challenges and uncertainties of the times.

- It will help you clarify the role of hospices in the emerging world of integrated and devolved health and care systems.
- It will support you in developing a powerful story about the role of the hospice in the future.
- It will enable you to hone your personal leadership skills to effectively engage others in improving care.
- It will strengthen your capacity to make change happen.

Through the programme, you will become part of a leadership community and wider network with the shared knowledge and skills to develop the local and national palliative and end of life care landscape.

www.hospiceuk.org
Who should participate?

Hospice leaders with the desire and energy to make change happen. This includes senior managers and clinicians as well as those who head up service delivery.

The programme is only open to members of Hospice UK.
The Strategic Leadership Programme 2020/2021

• Excellent leadership is vital to the future of the hospice sector. This online programme will support the development and application of contemporary leadership skills with huge relevance to the challenges and the uncertainty of our times.

• The Programme is offered to hospices at a lower cost than the traditional residential approach and will give more support to participants in the development and application of their leadership.

• We propose a wide range of learning approaches including: online masterclasses, workshops and facilitated discussions (highlighted in green); video podcasts (highlighted in orange); 1:1 coaching (highlighted in pink); and Action Learning Sets (highlighted in red).

• The Programme is designed to fit into our participants busy schedule with a schedule of weekly activities (avoiding school holidays) spread between November 2020 and May 2021.
An online leadership development programme for hospice leaders

Early Winter
(November 2020 to February 2021)
Leadership in challenging times
Module 1: Developing resilience and leadership
Module 2: Understanding ourselves and our environment
Module 3: Working with greater personal impact

Late Winter
(February 2021 to March 2021)
Leadership to shape organisations, cultures and teams
Module 4: Understanding organisations
Module 5: Leading organisational change and developing teams

Spring 2021
(March 2021 to April 2021)
Leadership in practice - creating new futures
Module 6: Navigating conflict, power and stress
Module 7: Reviewing our learning
Early Winter
Leadership in challenging times

Programme timeline: session titles, description and learning approach

Session 1
Welcome, introduction and context setting
Get to know colleagues and the programme. And start our conversation about leadership in the hospice sector.

Session 2
Individual Resilience 1
What is resilience? And why is it important for leadership?

Session 3
Individual Resilience 2
How can I understand and build my resilience?

Session 4
Organisational Resilience
What is organisational resilience? And how can I help develop it?

Session 5
Crisis Leadership
What sort of leadership is needed at a time of crisis?

Session 6
Understanding leadership and leadership development
How do I understand my leadership? And what do I need to develop it?

Module 1: Developing resilience and leadership

Online discussion
24/11/20
13:30-16:30

Online discussion
03/12/20
13:30 – 16:30

Online workshop
02/12/20
09:30–12:30

Online discussion
09/12/20
09:30-12:30

Video podcast

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**Module 2: Understanding ourselves and our environment**

- **Session 7**
  - Understanding self 1
  - What are our preferred ways of understanding and acting in the world?
  - **Online masterclass**
    - 12/01/21
    - 09:30–12:30

- **Session 8**
  - Understanding self 2
  - How might our similarities and differences stimulate confusion, conflict and complementarity?
  - **Online masterclass**
    - 13/01/21
    - 09:30–12:30

- **Session 9**
  - Understanding the environment 1
  - What are the challenges and opportunities for the future of hospice care?
  - **Video podcast**

- **Session 10**
  - Understanding the environment 2
  - How do we understand the challenges and possible futures for our hospices?
  - **Online discussion**
    - 19/01/21
    - 13:30–16:30

**Module 3: Working with greater personal impact**

- **Session 11**
  - Personal Impact 1
  - How can I make the most of my ability to communicate and influence?
  - **Online workshop**
    - 26/01/21
    - 13:30–16:30

- **Session 12**
  - Personal Impact 2
  - How can I enhance my presence, authority and status and increase my leadership impact?
  - **Online workshop**
    - 27/01/21
    - 13:30–16:30

- **Session 13**
  - 1:1 Coaching 1
  - One to one support to help you think through individual leadership challenges
  - To be arranged at the individual's convenience

- **Session 14**
  - Skills of Story Telling 2
  - How can I use influential and compelling stories to be an effective leader?
  - **Online workshop**
    - 03/02/21
    - 13:30–16:30

- **Session 15**
  - Action Learning Set (ALS) Meeting 1
  - How can we develop and use our leadership to meet current challenges?
  - **02/02/21**
    - 09:00-13:00
Late Winter
Leadership to shape organisations, cultures and teams

Module 4: Understanding organisations

Session 16
Organisational culture
How can we understand, uncover and shape organisational culture?
Online masterclass
09/02/21
09:30–12:30

Session 17
Case studies
What can we learn from the ways in which organisational change have been delivered across the sector?
Video podcast

Session 18
Understanding organisations
How can we understand organisations? And how organisational change happens?
Online masterclass
02/03/21
09:30–12:30

Session 19
Exploring organisational change
What gets in the way of change and how can leadership make a positive difference?
Online discussion
10/03/21
09:30-12:30

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Module 5: Leading organisational change and developing teams

Session 20: Leading change
- An investigation of different approaches to making change happen
- Online masterclass
  - 16/03/21
  - 09:30–12:30

Session 21: Approaches to leading change
- An opportunity to broaden our awareness of a wide range of methods for organisational change
- Shared key texts to deepen understanding

Session 22: High Performing teams
- An exploration of what makes teams function effectively and what can derail their performance
- Online discussion
  - 23/03/21
  - 9:30–12:30

Session 23: 1:1 Coaching 2
- One to one support to help you think through individual leadership challenges
- To be arranged at the individual’s convenience

Session 24: Action Learning Set Meeting 2
- How can we develop and use our leadership to meet current challenges?
- 13/04/21
  - 9:00–13:00
Spring
Leadership in practice - creating new futures

### Module 6: Navigating conflict, power and stress

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<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Date/Time</th>
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<tbody>
<tr>
<td>25</td>
<td>The power and politics of organisational life</td>
<td>Online masterclass 21/04/21 09:30–12:30</td>
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<td>26</td>
<td>Engaging with Conflict</td>
<td>Online workshop 28/04/21 09:30–12:30</td>
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<td>27</td>
<td>Stress and the MBTI indicator</td>
<td>How can I understand and manage my stress? Video podcast</td>
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<td>28</td>
<td>Crucial conversations 1</td>
<td>What habits can I develop to help me better engage in crucial conversations? Online workshop 12/05/21 13:30–16:30</td>
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<tr>
<td>29</td>
<td>Crucial conversations 2</td>
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<td>30</td>
<td>Stress, and vulnerability</td>
<td>19/05/21</td>
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<td>31</td>
<td>One to one support to help you think through individual leadership challenges</td>
<td>To be arranged at the individual's convenience</td>
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<td>32</td>
<td>Action Learning Set Meeting 3</td>
<td>26/05/21</td>
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<td>33</td>
<td>Bringing the programme to a close</td>
<td>27/05/21</td>
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The programme delivery team

This is a bespoke programme created by Hospice UK and The Westcott Group.

The Westcott Group is a team of consultants with vast experience of developing leaders, teams, organisations and systems. They have designed, directed and delivered thousands of leadership, team and organisational development interventions for a wide variety of board members, chief executives, senior managers and clinical leaders from health, social care and the third sector.

For more information visit www.thewestcottgroup.com
The Programme is delivered by

**Steve Dewar**
Steve has led research, innovation and policy at the King’s Fund, Marie Curie, and the Alzheimer’s Society. Steve was part of the team behind the Commission into the Future of Hospice Care. More recently, he helped develop the national Ambitions Framework for End of Life Care for England.

**Amanda Wilshire**
Amanda is a theatre company director who also designs and delivers personal impact and communication workshops for senior leaders. She is passionate about helping people re-discover their natural communication skills to engage, persuade and transform others.

**Judy Taylor**
Judy is an NHS Leadership Academy faculty member and was a senior consultant in leadership development at the King’s Fund for 20 years. She has delivered countless clinical and managerial leadership programmes including to Macmillan Cancer Support and Together for Short Lives.

**John Harries**
John is an organisational development consultant. He has worked for a number of technology companies most recently as Director of Health and Life Sciences for Samsung Electronics Europe. He has vast experience of making change happens in complex organisations.

www.hospiceuk.org
Price and Cancellation and substitution policy

The cost for this online programme will be £1,612.50 (+VAT) per participant. This includes all programme materials.

By registering on the Strategic Leadership Online Programme you will be signing up to attend all online sessions. It is important that you are able to commit to attending these to fully benefit from the programme.

- No refunds will be available for cancellations made on or after 1 November 2020.
- If you have booked a place you may substitute another person to the programme before 10 November 2020 at no charge; however the person joining the programme must be of an appropriate level and position, and will be expected to attend all online sessions of the programme.
- It will not be possible to make substitutions after 10 November 2020.

No refunds will be available for participants who are unable to attend one or more sessions of the programme.
How to book your place on the programme

Booking for Cohort 7 starting in autumn/winter 2021 is not yet open.

To get updates please register interest.

Or use link below:
For more information

For more information contact Anita Hayes, Head of Learning and Workforce at Hospice UK
a.hayes@hospiceuk.org and Amber Morgan, Clinical Programmes Coordinator at Hospice UK
a.morgan@hospiceuk.org