

Re-imagining Leadership Workshop Outline

Prince Sultan Cardiac Centre - December 2019



This workshop will be facilitated by Dr Stephen Brookes who is the Managing Director of Compass Leadership Limited and an Associate Professor at Alliance Manchester Business School, the University of Manchester. He is the author of the *Selfless Leader* which was published in 2016 which provides a unique opportunity to re-imagine what leadership could be.

Outline

The main theme of this workshop is to encourage participants to re-imagine what leadership could be within the context of healthcare given the global challenges that now faces healthcare.

The workshop will be interactive and will provide a balance between the need to present the leadership challenges that face healthcare leaders, a (very) brief outline of 4000 years of thinking in relation to leadership and why it is necessary to re-imagine leadership across the world. The World Health Organisation (WHO) tell us that access to healthcare is a fundamental human right.

Introduction

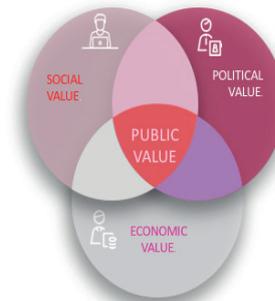
The workshop will begin by encouraging participants to re-imagine leadership from their own perspective. ***It will be helpful for participants to identify a leadership or management challenge that they currently face within their own organisation and to be prepared to discuss this challenge both in group activity but also, if appropriate, within a plenary session.***

It is emphasised that the remit of the workshop follows "Chatham House rules" in that whatever is discussed within the workshop remains within the workshop.

Key focus

The key focus will be on identifying why healthcare leaders should strive to follow a new public leadership approach irrespective of whether leaders work within a private, public or hybrid healthcare system. The overall goal of public leadership is to create and demonstrate public value.

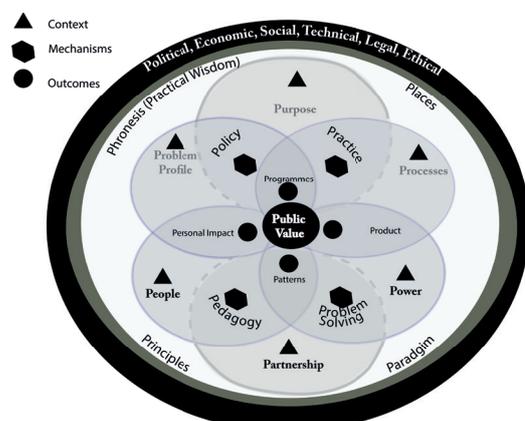
The key components of public value (and, in particular from a patient and community perspective) will be discussed. These key components are illustrated opposite and comprise social values as well as economic and political values. Each of these will be briefly explored.



Public Value Components

The session will begin with a brief history of leadership thinking and will describe why public leadership – as a form of collective leadership – holds promise in improving healthcare. We will then explore the difference between leadership and management but also how both approaches can be complimentary. We will consider the strengths and weaknesses of each drawing upon a leadership framework that focuses on **six intelligent leadership questions**; these are the questions pertaining to 'what', 'why', 'when', and 'how', 'where' and 'who' in direct relationship to leadership, its history and its future.

A collective leadership framework and an operational model will be shared with participants based upon the work of Stephen Brookes - who is hosting this workshop - in his published work "The Selfless Leader". This takes account of the context, mechanisms and outcomes of leadership based on a realistic evaluation research approach.



Collective Leadership Framework

Reimagining Leadership Workshop Outline Prince Sultan Cardiac Centre - December 2019

The practice of leadership in transformation

Many leaders (and their organisations) claim that they are transformational leaders. *But what does this mean?*

The main aim of the workshop is to encourage participants to undertake transformational leadership based upon collective values and the promotion of collective leadership behaviours. This takes place within a virtuous collective leadership cycle that draws together management, leadership and governance based on Brookes' 360° collective leadership framework and his approach to 'Leading through 360° Intelligent Networks, Knowledge and Skills (LINKS360®).



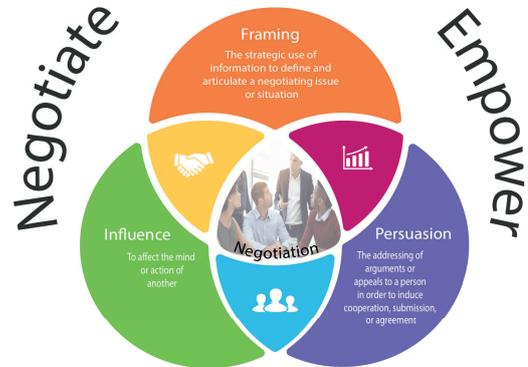
Interactive group work

Before lunch participants will be asked to work in groups and to consider some practical tools and techniques that will help them to understand not only the difference between leadership and management but also the extent to which collective values and a collective vision can work together in ensuring that healthcare organisations have a strategic approach in improving healthcare services, putting the patient at the heart of what healthcare leaders do.

Participants identification of leadership and management challenges from their workplace will enrich the outcome of this activity.

After lunch, participants will then be introduced to the importance of framing, influencing and the art of persuasion within the context of negotiation skills.

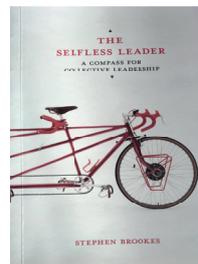
Negotiation is a key requirement for effective leaders and - in the 21st century - empowerment and authenticity are critical to this. Negotiation is not about trying to get what *you* want, but is more about creating mutual value *for all*. This is illustrated opposite.



Finally, participants will continue to engage in interactive discussion both within groups and in plenary to determine how the learning from the workshop can be applied, not only to the leadership and management challenges that they face, but also in supporting participants to improve their own leadership approaches in the future through continuous professional development.

In support of the workshop, participants will be given the option to access an online learning resource prior to attendance and will also have access to an online interactive workbook in support of this session

Leadership Framework



This workshop, and the Compass360 leadership framework and inventory (CLI), represent the key approaches in Brookes' 2016 publication (The Selfless Leader) through action learning and applied leadership and provides the basis for his teaching and consultancy.

Brookes, S (2016) *The Selfless Leader: A Compass for Collective Leadership*, Palgrave Macmillan.