



Faculty of  
**Medical Leadership  
and Management**

# **College Office Bearers Leadership Development Programme**

**2022/23**

# College Office-Bearers Leadership Development Programme 2022/23

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## Introduction

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The Faculty of Medical Leadership and Management (FMLM) offers a range of bespoke, niche leadership programmes for doctors. We delivered the first College Office Bearers programme in 2013 and are delighted to be offering the eighth in 2022/23. This is designed for senior college office-bearers and has, in the past, attracted many future college presidents. The programme recognises the importance of leadership for colleges to fulfil their increasingly complex agendas.

## Programme objectives

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- To support senior college and faculty office-bearers to develop their leadership skills to lead and transform their organisations in an increasingly volatile, uncertain, complex and ambiguous (VUCA) environment.
- To create a community of college and faculty leaders able to establish a supportive environment that will lead to stronger relationships and support collaboration between colleges.
- To enable dialogue with politicians and senior leaders in national bodies of strategic importance to colleges and faculties.
- The FMLM approach includes:
  - a process of focused support and high challenge with rich content delivered face to face
  - research evidence, theory, pertinent leadership models and diagnostics
  - dealing with real issues in context and exposure to different perspectives.

## What is included

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Participation in the programme includes the following benefits:

- Six facilitated workshops, including a full day in Westminster.
- Complimentary membership of FMLM for the duration of the programme, which provides:
  - Access to the FMLM website tools and services.
  - Preferential rates for FMLM events and activities.
  - Reduced registration fee for the FMLM international healthcare leadership conference 2022
  - Access BMJ Leader, the online journal co-owned by FMLM and BMJ.

## Programme schedule

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Module 1	1 day	Introduction and working with key stakeholders
Module 2	1 day	Self-awareness and personal impact
Module 3	1 day	Leading and influencing – diversity and inclusion
Module 4	1 day	Westminster and Whitehall explained
Module 5	1 day	Personal branding and options
Module 6	1 day	Reflections, feedback and the future

All modules will be held in central London.

## Programme

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### Module 1: Introduction and working with key stakeholders

The programme content and approach will be discussed along with the aspirations of individuals and the group as a whole. It is important at this stage for the participants to start to get to know each other, to build trust and allow honest and sometimes challenging conversations.

The second half of the day will enable the group to engage in some depth with invited senior medical leaders from a number of national organisations of relevance to colleges and faculties.

#### Morning

- Introductions and overview of the programme.
- Contracting for development – what's the deal?
- Individual and group aspirations.
- Getting to know each other to create a high trust learning environment.

#### Afternoon

- Conversations with stakeholders.
- Power mapping

## Module 2: Self-awareness and personal impact

The day will help participants to develop a greater understanding of themselves, their preferences and the impact they have on others. Using the Hogan Development Survey, the FMLM 360 feedback tool and the Authority, Presence, Impact (API) model, participants will gain unique insights into their strengths and potential weaknesses and areas they may need to focus on to improve their effectiveness. In a practical, interactive session, participants will also explore key relationships for colleges and faculties through stakeholder mapping of the relevant and wider world of healthcare.

### Morning

- Establish co-coaching relationships.
- Explore individual findings of the Hogan Development Survey, a well-established tool which highlights critical blind spots and identifies how stress can turn strengths into weaknesses.
- ‘Snapshot you’ - participants will be introduced to the concept of ‘live 360s’ to explore and reflect on how others may experience them how they would know.

### Afternoon

- Stakeholder mapping - understand the broader context in which colleges and faculties exist
- Understand the API model in relationship to influencing - this looks at:
  - The types of **authority** individuals bring to their role and do they use it well?
  - **Presence** – what is the individual like to be with, the quality of their personal interactions and their ability to build rapport with others?
  - Where do individuals wish to make changes, for them to have the greatest **impact** within their organisation?
- Goal setting to allow participants to start to plot their goals for change to give them greater focus for their development and help to capitalise on the rest of the programme.

## Module 3: Leading, influencing and Diversity and Inclusion

Leadership is not getting easier with the modern context often described as volatile, uncertain, complex and ambiguous (VUCA). The first half of the day will focus on the critical skill of successful leaders to persuade, negotiate and influence ‘their people’ well. In an interactive session, participants will explore a range of techniques for improving their ability to influence with integrity.

### Morning

- Feedback from the ‘snapshot of you’ live 360.
- Understand and explore the application of influencing techniques.

### Afternoon

- Diversity inclusion – it’s so much more than representation
- Bi-cultural competencies and collage values

## **Module 4: Westminster and Whitehall explained**

It is essential for their effectiveness that college office-bearers can work well with politicians and the media. Both have a major influence on healthcare and yet few doctors have in depth experience of how the political system and the press work. Delivered by experts in the field (Eden and Partners), this highly interactive day will include direct exposure to politicians from both Houses of Parliament, senior civil servants and the media.

### **The day**

- Meet members of both Houses of Parliament, senior civil servants and journalists to explore their view of the world and gain greater insights into the process of government and policy creation.
- Explore how to effectively influence politicians and engage with the media.

## **Module 5: Personal branding and options**

The more senior individuals become, the more stories are generated about them, some true and some not! 'We' quickly become 'they' and people we have never met become very authoritative about us, our motives and how we behave. This session will explore the concept of personal branding. Participants will explore the use of stories to tap into emotions and motives and explore the personal narrative which defines who they are, what they stand for and how they see the future.

The 'options' half day allows participants to identify development areas of particular interest which can be covered in this session. The facilitator will work with the group to design this element.

### **Morning**

- Understand the concept of personal branding and the power of personal stories.

### **Afternoon**

- Self-promotion and staying true to yourself
- What do you stand for – what defines you?

## **Module 6: Reflections, feedback and the future**

This final session will involve the group reviewing their insights, learning and progress. Participants will define their narrative, reflect on what they found out about themselves, how others now see them and what will change the way they act in the future. It will also enable individuals to reflect on their success and determine how they see their future aspirations for themselves, their college and the specialties they represent.

### **Morning**

- Feedback personal growth learning and progress.
- Time to tell and listen to individual stories.
- Recognise and celebrate success.

### **Afternoon**

- Foundations for the future – to infinity and beyond!
- Planning what next.

## Participant feedback

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### Comments from previous participants:

“This is an extremely useful programme. I think it is very important for Presidents and potential presidents. I think that *the minute* someone is elected President, they should be alerted to the programme and slotted in as soon as possible...It really helps people to develop the essential skills of leadership they need for the role.”  
**President, Royal College**

“This is an excellent course which allows participants to hone their leadership skills and perhaps discover hidden depths that they had not appreciated that they possessed.”

“The programme provided a practical and common-sense approach to aspects of leadership which are highly applicable to college work...It provided an opportunity to share experience and network with colleagues from other colleges. I anticipate that this will greatly enhance future working between the organisations. The programme provides the unique opportunity to engage with political leaders and senior NHS management and to understand their roles and responsibilities. The discussions prompted consideration on more effective communication between us, which would then enhance healthcare.”

**Registrar, Royal College**

“I think I understand myself better. I have a framework for leadership, that I didn't have before.”

...it went very well and everyone got into the right spirit – not just an excellent faculty but the Officers in attendance seem to be a great group. Looking forward to the next phase...”

“I have already learnt so much and I really enjoyed [Module 1].”

“The experience was very valuable in that it gave me an opportunity to stand back and consider the role and what I'm trying to achieve and where I am going. I was able to use the 360 for my Appraisal and Revalidation and that was very useful.”  
**President, Royal College**

“Well worth doing. When things get tough, or it's a bad day, I may take the report down from the shelf and remind myself of what we discussed. I think it will help to improve my confidence and recognise that I don't do too badly.”

“A big chunk of the benefit will be from the network we have made between the various colleges and faculties. We seemed to gel well as a group, and there was a real willingness to share ideas and experiences openly and honestly. I will disseminate my learning and encourage colleagues to take on some of the ideas.”

“Will allow me to help grow other leaders in College, feedback to the team and engage them better, also huge benefit insights from other College leaders.”

## Programme Faculty

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### Dave Thornton

Dave Thornton works as a successful and sought-after executive coach and 'top team' developer for a range of organisations across the UK. He is a qualified executive coach, author, Neuro Linguistic Programming Master Practitioner, MBTI facilitator and has a whole host of other experiences under his belt. He is a member of the 'Windsor Leadership Trust' and former faculty member of the Kings Fund.

Dave has worked on all of the College Office Bearers Programmes to date and with this intake will be the constant presence facilitating each of the days, providing a constant balance of both support and challenge to the participants.

He focuses on coaching senior executives and clinicians. Alongside his public sector and commercial portfolio he is a faculty member for the NHS National Leadership Academy, running such initiatives as the current Aspiring CEO programme.

Dave has worked in a variety of senior environments and has held local, regional and national positions within England's NHS, in a career spanning over 30 years. His experiences and ability to enter into a rapport with those he works with allows him to rapidly gain an empathetic understanding of issues, expectations and the subtleties of situations. As an experienced facilitator, Dave has the ability to tune into his audience allowing them to step out of their roles and consider, creatively, future opportunities, developments and products in a way that encourages new thinking.

### Catherine Eden

Catherine Eden owns Eden & Partners with operational responsibility for running the business and ensuring delivery of all projects.

She has spent much of the past 20 years working with, for and around politicians at all levels of government; local, national and European. Catherine started her career in local government before spending three years working as the political and constituency manager for a Member of the European Parliament in London and Brussels. She then worked for a UK-wide health charity as their Parliamentary Relations Manager and managed an All-Party Parliamentary Group. After six years with the charity, she worked as a PCT manager in the South West of England focussing on patient and public engagement before starting her current role in 2010.

Catherine is responsible for designing and delivering leadership programmes for leaders at all levels of the NHS, from junior doctors and team leading nurses, to senior consultants, medical directors and those with national medical and nursing roles. The programmes for which Eden & Partners are best known are those that help leaders to better understand the politics of the world in which they are working; both the small p and large P politics. Catherine believes in 'learning by doing' and work through realistic case studies and simulations, using a team of 'real people' who have experience relevant to the positions in question to bring things to life – be they journalists, councillors, patients, MPs and senior NHS leaders.