

Leadership & Learning



Professor Sheona MacLeod
Deputy Medical Director for Education Reform
Chair of Health Education England Deans

Developing people

for health and

healthcare

What did you think about today?

Thought about what I want to learn?

**Thought about what I wanted to get
out of the day (not what I might learn)?**

Not really thought about it?

Just hoped to get through today?





Learning about yourself



An opportunity

- to think differently about yourself and your potential
- to understand the NHS as a Complex System

Developing Clinicians

UK perspective:

The skilled healthcare workforce is one of our most important assets.

Personal perspective:

For most people, after family, work is the most important aspect of their lives and is part of their identity



How do you define yourself?

- Dentist? Pharmacist? Scientist? Nurse?
- Registrar / Trainee / lead clinician?
- Mother / Father?
- Partner / Husband / Wife?
- Leader?
- leadership/ FMLM Fellow / Future Leader?
- Change agent?



What matters most to you?

1. Financial security
2. Being able to take a leadership role
3. Time for my family
4. Having autonomy and independence
5. Making an impact in a specific specialty
6. Fulfilling my family duty
7. Having lots of flexibility in a career
8. Making a difference in the world
9. Having time with my children
10. Having a portfolio career
11. Being part of an effective large / small team
12. Being able to pursue other interests



What influences doctors in training when choosing a career?

- Enthusiasm/ commitment
- Experience of jobs so far
- Student experience of specialty
- Self-appraisal of own skills
- Hours/ working conditions
- Domestic circumstances
- Particular teacher or department
- Promotion / career prospects
- Advice from others
- Availability of training posts
- Eventual financial prospects



Role models

Who is your role model?

Who are you a role model for?

‘what sort of doctor do I want to be?’

Learn from others,

- good & bad behaviour

Consider - How do leaders think?

What is a senior clinician's role?

- Healthcare delivery
- Expertise in a variety of tasks
- *Synthesises complex information*
- *Deals with uncertainty*
- *Identifies and manages risk*
- *Decision maker*
- *Takes ultimate responsibility*
- Leadership and teamwork
- Compassion

The Collective NHS Challenge

- Cost containment
 - Uncertain resources
 - Addressing Workforce shortages and rising costs
 - Linking up the fragmented approach to the design, development and training of our workforce.
 - Alignment of workforce skills, roles and capacity to service models
 - Collaborative System Leadership
 - Engagement of the healthcare workforce
- Working with wicked problems

leadership for the future



Health Education England

Integrative Leadership and the opposable mind

- Define, examine, assess, *And* be open to possibilities

Avoiding being the expert

- Give you freedom to think in every direction

Vision

- Change the paradigm to make the invention an innovation

Innovation

- Not what's next? But how you feel about it, how do others feel?

What kind of people make the most successful fellows?

Leadership styles?

Learn to fail

Practice seeing success

Accept that change will be both external and internal



FMLM Fellows contribution

- Hard work
- Enthusiasm
- Views and perspectives
- Fellows Network

- Future NHS Leadership
- **NHS Leadership**



Personal advice

Be enthusiastic

Be open to challenges

Be flexible and prepared to change

Take opportunities – offer to help

Make the most of any extra courses

Be resilient – be kind to yourself

Respect others and be kind to each other

HAVE FUN