

Example Workshops that can be carried out on site.

LaytonLearning offers first class training and development to support individuals and organisations to achieve their full potential. We work in all sectors, but have particular expertise and extensive experience in health and social care. This handout offers a selection of learning events which are practically focused, support the Leadership Qualities Framework and build on the trainers' clinical background and long experience of working at a senior level in the NHS.

LaytonLearning workshop examples

- Your Management Style and How to Apply it more Effectively using MBTI
- Core skills in Project Management
- A two day Intensive on Essential Skills in Redesign / Improvement
- Getting started with Demand and Capacity
- Manager or Performance Coach? – Realising the potential of your team through a coaching style of management
- Learning to facilitate
- Managing change and dealing with 'Polarities'- unsolvable problems
- Mastering the Art of Influencing
- Holding Positive Conversations in Difficult and Conflicting Circumstances
- Working and Managing in Teams
- Time Management Skills

Your Management Style and How to Apply it more Effectively using MBTI

Personal qualities are at the core of the NHS Leadership Qualities Framework, and the scale and the complexity of the change demanded by the NHS requires that staff in leadership and management roles have an acute awareness of their management style and how they may flex it to be more effective.

A key skill in healthcare management is knowing how to build effective relationships with a wide range of people. This workshop uses the Myers Briggs Type Indicator (MBTI) to explore how people work in different ways and examines the differing styles people adopt. Essential for anyone working

with a diverse team, it provides a unique insight into how people prefer working and how you can use this knowledge to improve the way you work with others.

Content:

- Clarity over your own MBTI preferences
- Tips of picking up the cues of others to highlight their preferred working style
- Valuing difference and building effective relationships
- The impact of your management style on others
- Clarity over how you problem solve and make decisions
- Dealing with change and influencing others

KSF Dimension/s:
C1 - Communication Level 3 & 4
C2 – Personal and People Development Level 3

Core skills in Project Management

Project management skills and ensuring sustainability is essential for achieving results and creating change in the NHS. Almost all senior clinicians and managers will be asked to lead a project at some time during their career. This highly popular course provides a structured approach and practical advice on managing projects within the NHS, and assessing sustainability.

Content:

- What is a project and project management
- Outline of PRINCE2 methodology
- How to define clear aims, objectives
- The role and responsibilities of the project manager
- The role and responsibilities of the steering board
- Stakeholder analysis
- What’s in it for me analysis
- Risk analysis and how these might be overcome
- Tracking and reporting a project
- Developing a Gant chart
- Leadership and people management throughout your project
- Assessing the sustainability of your project using the NHS Sustainability Model

KSF Dimension/s:
C4 – Service Improvement Level 3
G5 – Services and project management Level 2

A two day Intensive on Essential Skills in Redesign / Improvement

The NHS is constantly evolving the way it delivers services in the light of policy changes and medical and technological advances so the need for effective service redesign is essential in any organization. This workshop is a two day course which will cover the basic techniques and theories associated with effective service redesign. Whilst covering the theory, this workshop will also use group work, real life examples and discussion to ensure that delegates are able to take away what they learn and apply it directly back in their workplace. It will also discuss the skills needed to deliver change.

Content:

- Developing your own aims and measures for your project
- Understanding your processes through mapping and analysis
- The five principles of lean thinking
- What is 'true' demand and capacity and how do you measure it
- Understanding the impact of variation on your system
- Strategies for improving the flow through the system, including reducing queues, extending roles, gaining capacity, recognising carve out and segmentation
- Scheduling
- Standardisation using 5s
- Ensuring sustainability of your redesign
- Managing the human side of change

KSF Dimension/s:
C2 – Personal and People Development Level 3
C4 - Service Improvement Level 3
IK2 – Information collection and analysis Level 2
G5 – Services and project management Level 2

Getting started with Demand and Capacity

Is your waiting list growing? Does it always seem that there are more patients to see than time allows? Are you being asked to organise more clinics or see more people? If so, this workshop could help. There are a number of simple tools and techniques to help manage demand and maximise capacity. Recommended by the NHS Institutes Ten High Impact Changes, these are proven to help clinicians reduce waiting lists.

Areas covered during the workshop include:

- Process Mapping and analysis
- What is 'true' demand and capacity
- How to measure and monitor demand and capacity
- What impact does variation have on the system

- Strategies for improving the flow through the system, including reducing queues, extending roles, gaining capacity, recognising carve out and segmentation
- Scheduling

KSF Dimension/s:
C4 – Service Improvement Level 3
G5 – Services and project management Level 2

Manager or Performance Coach? – Realising the potential of your team through a coaching style of management

Research has shown that, on average less than 40 % of people’s potential manifests itself in the workplace. Whitemore’s highly acclaimed book ‘Coaching for Performance’ suggests that this can be radically improved by developing a coaching style of management. This is not an easy option – indeed it demands the highest qualities of any manager, empathy, integrity, detachment and a completely different approach to their staff. This workshop aims to provide managers with essential insights into a coaching style of management and an opportunity to practice some of the key coaching skills required by all managers committed to realising the potential of their team.

By the end of the workshop participants will be able to:

- Apply the coaching model at work
- Have fine-tuned some essential coaching skills including use of language, questioning and summarising
- Developed a personal action plan for building their own coaching style of management.

KSF Dimension/s:
C1 – Communication Level 3
C2 – Personal and People Development Level 3
C2 – Personal and People Development Level 4

Learning to facilitate

Managers are often asked to facilitate discussions and agreements, both within their own organisation and in leading wider health economy discussions. There are some simple tips that can help improve your facilitation skills and enable you to become more successful in managing difficult situations.

This one-day course will cover the basics of successful facilitation. By the end of the session, participants will:

- Understand the roles and responsibilities of a facilitator

- Be aware of different facilitation styles
- Have developed skills required in facilitation
- Be aware of how to handle some difficult behaviour

KSF Dimension/s:
C1 – Communication Level 3
G5 – Services and project management Level 3
G6 – People Management Level 3

Managing change and dealing with 'Polarities'- unsolvable problems

A key skill for healthcare staff is to understand how to build effective relationships with a wide range of people and overcome resistance to change.

This one day workshop will explore how people work in different ways and highlight the differing styles that people naturally adopt. It will also explore the concept of resistance to change and demonstrate how developing and utilising a 'polarity map' and its principles can help to address chronic organisational issues that are inherently unavoidable and appear insolvable. Seeing any change effort in the context of an ongoing polarity will increase the attainability, speed and sustainability of the desired change. It is therefore, essential that teams learn to identify polarities, to understand how they work, and move ahead to manage them well over time, so that what is often seen as a chronic problem can become a source of strength and what is often experienced as resistance can become a resource.

By the end of this workshop participants will be able to:

- Describe how different individuals approach change and develop insights into their own natural style
- Identify the different stages of transition that individuals go through during change, and how to manage these more effectively from an organisational perspective
- Describe how polarities look and how they work
- Explain how to reduce resistance to change

KSF Dimension/s:
C4 – Service Improvement Level 3
G5 – Services and project management Level 3
G6 – People Management Level 3

Mastering the Art of Influencing

It is hard to over-estimate the importance of influence for leaders in today's NHS. Given the diversity of organisations and the autonomy of professional staff, only limited change can be achieved through the traditional 'command-and-control' management approach. Leaders therefore need, instead, to understand what motivates different groups of professional staff and how to use this knowledge to influence behaviour. This requires managers to be able to use a range of influencing skills and techniques building on Neuro-linguistic Programming (NLP) and the Awareness, Behaviour and Consequences (ABC) Model.

This is a unique opportunity to receive intensive coaching in these techniques to develop your own communication and influencing skills

By the end of the workshop you will be able to:

- Identify and practice a number of different influencing styles
- Demonstrate both a 'push' and 'pull' style of influencing
- Identify other peoples' perspectives and work flexibly to match their own style
- Develop strategies for dealing with 'difficult' people

KSF Dimension/s:
C1 – Communication Level 3
C2 – Personal and People Development Level 3
C2 – Personal and People Development Level 4

Holding Positive Conversations in Difficult and Conflicting Circumstances

In an increasingly complex and demanding environment, managing conflict and engaging in conversations that will help to bring about positive change is critical to our ability to deliver a quality service. This one-day masterclass, led by Amanda Layton aims to give greater confidence to participants to engage in situations or have the conversations that we often avoid or feel unable to manage appropriately. It provides an opportunity to start thinking differently about conflict and challenging some of the myths we have about conflict and difficult conversations. It will explore different techniques including Appreciative Inquiry and Harvard Negotiation Skills to equip participants with practical tools that you can use to manage challenging conversations and conflict more positively.

Course Objectives:

- To identify the common causes of conflict
- To understand one's own approach to conflict and one's trigger

- To identify the five conflict management styles (avoid, accommodate, compromise, compete, collaborate)
- To recognise assertive, aggressive and passive behaviours
- To develop skills in assertive language and behaviour
- To develop active listening skills and the ability to see things from other people's perspective
- How to reframe language to reduce conflict
- How to plan for a challenging conversation using the Harvard Negotiation Framework

KSF Dimension/s:
C1 – Communication Level 3

Working and Managing in Teams

Effective teamwork has been identified as a common characteristic of successful organisations and teams. Leading and developing effective teams requires a combination of skills: directing and empowering staff, active listening, valuing difference and getting the best out of staff, to name but a few. It requires leadership that encourages mutual respect and is able to build positively on the personal difference between all members of the team. Objectives should be clear and galvanise the energy, enthusiasm and skills of all involved.

Course Objectives:

- What constitutes an effective team
- Diagnosing your team's state of health
- Clarifying team goals
- Identifying team roles and your own preferred role using the Belbin model
- Capitalising on the different qualities within the team
- Team leadership styles
- Challenges facing teams
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KSF Dimension/s:
C2 – Communication Level 3
G6 - People Management Level 3

Time Management Skills

There are many benefits to good time management, getting more done, having less stress, feeling better about yourself and others and having more time to do the things you like to do. Contrary to popular belief, time management is not about changing things 'out there' rather about become aware of your own personal tendencies and be willing to change some of

them. Time management is synonymous with self management. This highly interactive workshop, is targeted at busy clinical staff and will highlight a number of practical techniques for you to take positive action on:

Course Objectives:

- Find out what time means to you and how you are currently managing it
- Develop techniques on how to take positive action on:
 - Prioritisation
 - Urgent tasks and important tasks
 - Delegation
 - Planning ahead
 - Learning to say no
 - Overcoming procrastination

Trainer Biography:

Amanda is an experienced trainer, facilitator and coach, who started her career in the NHS as a general nurse and specialised in acute mental health. She has worked in the NHS for thirty years, with over seventeen years in quality improvement and redesign, and now works independently for the NHS. She directed the first national Collaborative Programme on Cancer Service Redesign across West London and was until March 2006 directing the London Learning Partnership, a highly successful programme of development, funded by London's five Workforce Confederations to support practical learning in service improvement for health and social care staff.

Amanda is a qualified coach, and is licensed to use MBTI (Steps 1&2), Firo-B and the NHS Leadership Qualities Framework 360 feedback tool. She was part of the design team on a number of the NHS Improvement Leaders' Guides and is also an NLP advanced practitioner, which supports her skills as a change agent and her work with leading and developing teams.