



# 2025 LEADERS PROGRAMME

THE FLAGSHIP LEADERSHIP DEVELOPMENT  
PROGRAMME FOR THE NEXT GENERATION  
OF VERY SENIOR LEADERS IN THE HEALTH  
AND CARE SECTOR.



## ABOUT THE PROGRAMME

PARTICIPANTS ON THIS PROGRAMME WILL BE THE NEW SENIOR LEADERSHIP ACROSS OUR HEALTH AND SOCIAL CARE SYSTEM.

Just as today's senior leaders are charged with the creation and implementation of the Five Year Forward View, the next generation of Chief Executives and DGs will be charged with the creation and implementation of the roadmap to 2025 in the context of an increasingly complex set of demands and dynamics.

Today, the pressures of increasing expectations and demand, the impact and opportunity of disruptive technology and the biggest financial challenge in a generation are already placing new requirements on managers, clinicians, leaders and innovators across all the services.

In the coming years we may have resolved some of the structural and financial issues that face us today, but new issues will no doubt have emerged from the changing demographics and political pressures already on the horizon - mass migration, progress in AI and robotics, a changing global financial scene.

To solve the 'wicked problems' faced by the sector, leaders are increasingly being asked to work at the system rather than the organisational level, tackling situations and issues that are irreducibly complex rather than just technically complicated.

The 2025 Leaders Programme is designed to equip participants with the leadership capacities and capabilities to meet this challenge.

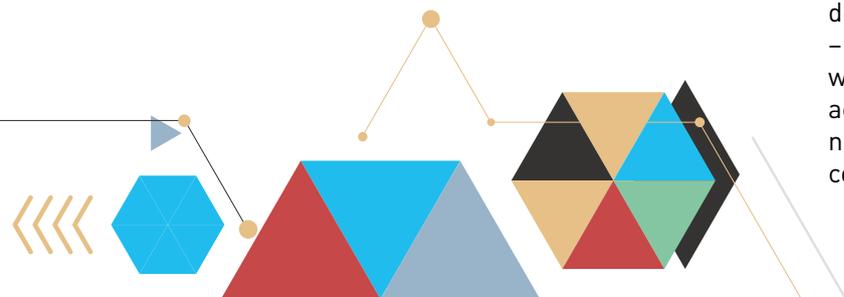
## LEARNING TO LEAD THE SYSTEM

The most senior leaders in Health and Care (and across the public sector) are already recognising that system leadership requires different approaches and skills from the heroic individual leadership of the last few decades.

STUDIES SUGGEST THAT SYSTEMS LEADERSHIP IS CHARACTERISED BY TWO KEY ATTRIBUTES:

1. that it is a collective form of leadership: systems leadership is 'leadership as participation' rather than 'leadership as performance', and although it is individuals and not systems that produce change, systems leadership by definition is the concerted effort of many people working together at different places in the system and at different levels, rather than of single leaders acting unilaterally.
2. Secondly, systems leadership – leading in the spaces between – crosses boundaries, both physical and virtual, in the effort to deliver new ideas and solve long-standing problems. It therefore extends individual leaders well beyond the usual limits of their formal responsibilities and authority.

But what does this mean for the individual leader? Regardless of the setting, the shift of focus from organisation to system requires a shift of capabilities (and underlying intelligences) within the person. We describe this as a shift in 'meaning making capacity' – a whole different way of perceiving and acting in the world – a shift which takes place over years but can be accelerated by deliberate learning activities, exposure to new ideas and practices and, crucially, experiences and conversations that challenge previous ways of thinking.



# BUILDING SYSTEM LEADERSHIP CAPABILITIES

Based on our experience of delivering learning programmes to the most senior leaders across the public and private sectors, the 2025 Leaders Programme will provide participants with the skills to:

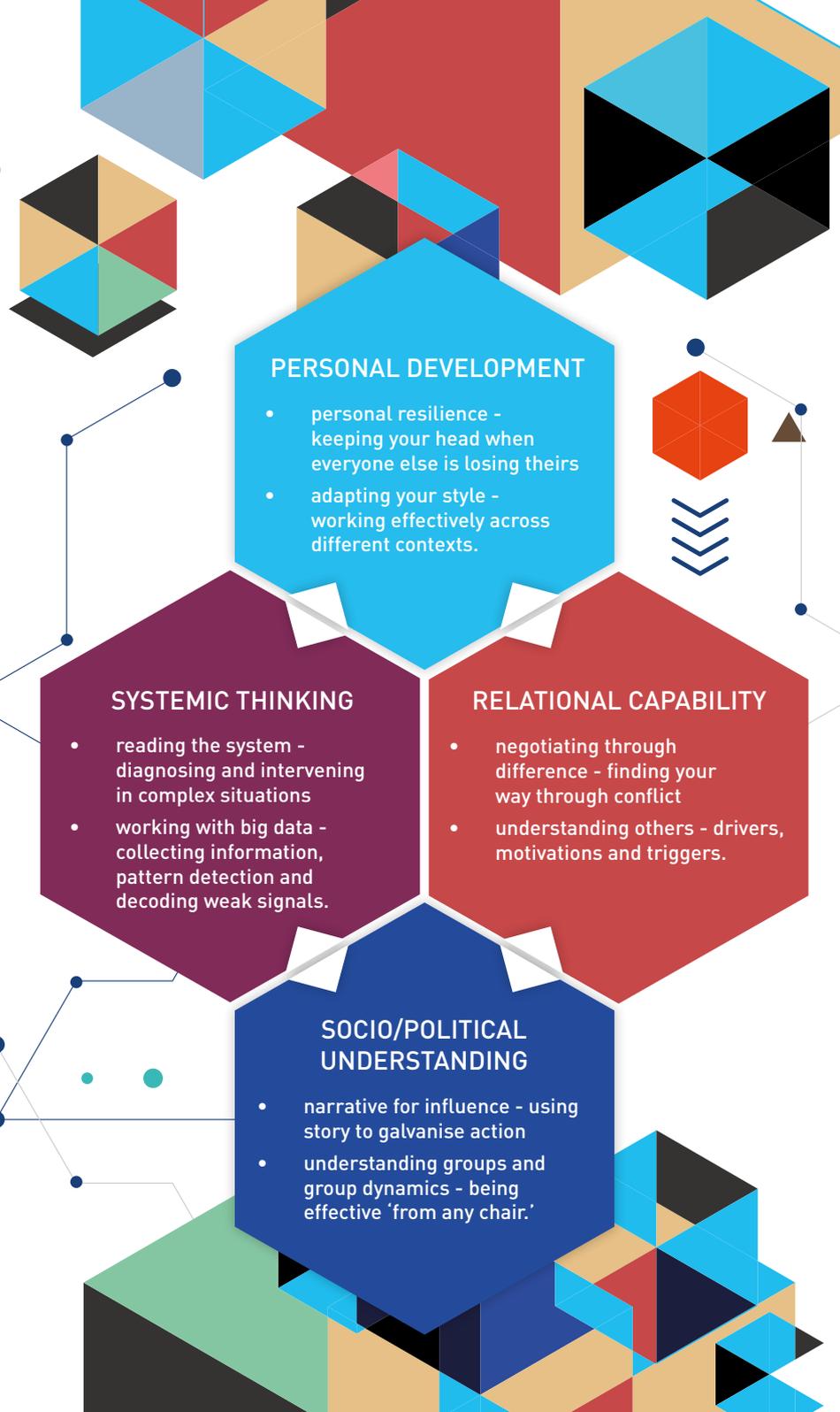
- understand and work within a systemic perspective
- diagnose complex situations and work with others to design interventions
- work through models of collaborative and distributed leadership
- handle significant levels of complexity and uncertainty in their decision making
- remain resilient and adaptable under considerable pressure
- lead transformational change.

The programme is designed to create learning in four domains, helping leaders develop the specific capabilities associated with systems leadership:

- Personal development
- Relational capability
- Socio-political understanding
- Systemic thinking.

## CAPABILITIES

The skills development aspect of the programme focuses on building capabilities in each of the four domains. Some examples under each heading are shown to the right.



# DESIGN PRINCIPLES, STRUCTURE AND PROGRAMME CONTENT

## 2025 LEADERS IS DESIGNED IN ACCORDANCE WITH BEST PRACTICE PRINCIPLES FOR SELF-DIRECTED EXPERIENTIAL LEARNING:

- participants co-design the content with the delivery team to ensure that the core subject matter is of deep interest to each unique cohort
- each participant identifies and works with a personal 'system leadership challenge' – an issue of 'real work' that gives them a testing ground to try out new ideas and experiment with suggested approaches, throughout the lifetime of the programme
- based on the principles of 'peer-to-peer' learning, the approach mixes large group teaching, small group action learning and individual support, allowing participants to learn from each other as well as from the expert input available
- there is a constant focus on 'real work' - bringing live issues from people's own roles and working in the room in a way that reinforces the learning outside.

## STRUCTURE

### THE LEARNING FORMAT INCLUDES:

- preparation via a readiness call where the participant identifies their broad 'system leadership challenge' and personal developmental edges
- Completion of a systems leadership attributes survey. A tool to help us to decide where to put our energy and focus for the face to face elements of the programme
- an initial design event where the group gets a chance to get together to share their current issues and challenges in order to work with the faculty to shape the learning content for the rest of the programme

- following the design event a further 24hr residential to explore theories of change, to continue to refine your leadership challenges and to prepare for the study visit
- completion of three profiling tools all of which are the best in their respective classes
- a week long study visit to Denmark to observe and experience a different health system first hand
- a four day residential shaped to include time to reflect on the Denmark study visit and to equip participants with a range of new ideas and experience of practical tools and techniques as well as providing them with the space for reflection on their own context and the opportunity to further co-consulting small groups on their 'leadership challenges
- between residential events, opportunities for peer-to-peer consultation and/or placements experiences – chances to visit each other's systems and practice some of the new capabilities live by supporting a colleague in their own day-to-day work
- a 24 hour consolidation event
- if required, the chance to engage in one-to-one coaching with one of our cadre of experienced 'system aware' coaches.

### EXAMPLE CONTENT FROM OTHER PROGRAMMES :

- leading in the social media age
- understanding the impact of disruptive technologies
- practices for innovation and experimentation
- leading across professional and organisational boundaries
- framing and reframing to effect change
- social movement theory
- behavioural change and the power of nudge
- ethics and ethical behaviour
- the psychology of change
- governance and democratic choice

# ESSENTIAL PROGRAMME INFORMATION

## WHO IS THE PROGRAMME FOR?

The 2025 Leaders Programme is for individuals operating in the Department of Health or in an Arms Length Body or indeed in other sectors who have it within their remit to improve the health of the population, at Director Level who are looking to develop their leadership capacity and ultimately see themselves as being a Director General in the Department of Health and Social Care or a Health and Care ALB Chief Executive or an Executive Director in a larger ALB.

## HOW DO I APPLY?

Applications will open on **Wednesday 1st May** and close on **Friday 7th June 2019 at 5pm**. If you have questions about the application and selection process, please contact John Joyce, HCLS Programme Manager by e-mail on [John.Joyce@leadershipacademy.nhs.uk](mailto:John.Joyce@leadershipacademy.nhs.uk) or by telephone on **07825 281392**. Access to the programme is by nomination from a current Director General or Chief Executive of an Arms Length Body. The person nominating you will be required to write a supporting statement.

## WHAT WILL IT COST?

The cost to organisations per participant for the core essential elements of the programme will be £10,979.18 + VAT per person, based on 20 participants. Cost per person will be higher if cohort is smaller than 20.

## WHAT IS THE TIME COMMITMENT?

**For residential elements the time commitment is 12 days.**

For peer to peer consultation, participants will arrange mutually convenient sessions at appropriate intervals. This is something that can be agreed with participants at the design day.

“My experience of the programme was extremely positive from beginning to end. The range of tools used to gather leadership insights and gain ‘a leadership edge’ were provocative and impressive.”

**Cohort 1 participant**

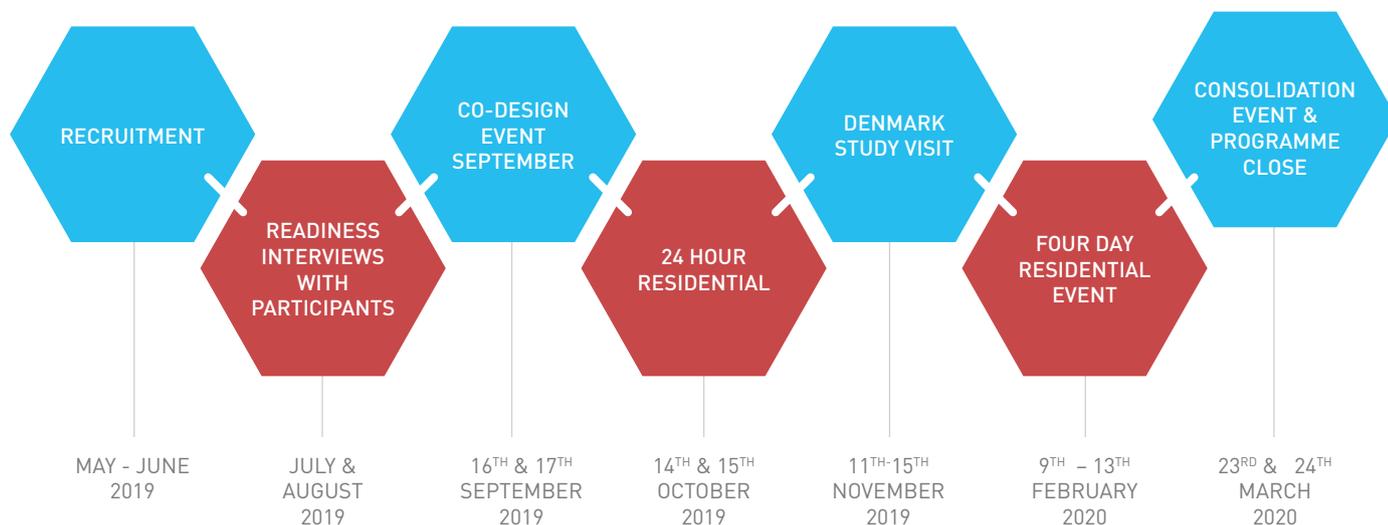
“This course gave me great exposure to how the health and care system works in England and abroad. You have to be brave enough to share power, both with your peers and with people on the ground who will be the ones to make a huge difference to our system – just so long as we get out of their way and focus on facilitating their success.”

**Cohort 1 participant**

“I had no preconceived ideas or expectations. I was just going to enjoy every moment of it. I absolutely enjoyed it.”

**Cohort 2 participant**

# TIMELINE



# CONTACTS

For any queries relating to the programme design and delivery please contact the Leadership Centre:

[mark.dalton@leadershipcentre.org.uk](mailto:mark.dalton@leadershipcentre.org.uk)

For queries relating to the nomination process please contact the Health and Care Leaders Scheme programme office: [john.joyce@hee.nhs.uk](mailto:john.joyce@hee.nhs.uk) or

[john.joyce@leadershipacademy.nhs.uk](mailto:john.joyce@leadershipacademy.nhs.uk)



This programme is part of the Health and Care Leaders Scheme charged with talent management across the Department of Health and the Arms Length Bodies. This ambitious programme, designed and delivered by the Leadership Centre will identify and develop the next generation of Director Generals and Chief Executives.