

DISCOVERING LEADERSHIP

Welcome Pack 2024

WELCOME TO DISCOVERING LEADERSHIP

This information pack was designed to help you navigate through the programme. It covers the leadership philosophy on which Discovering Leadership is based, session timings, FAQs, faculty information and some resources that you may find helpful for your work.

The programme is designed to be flexible and work towards individuals differing needs. Throughout the programme you will engage in group core and elective sessions. These will give you the opportunity to gain insight into your leadership potential and build confidence and capacity to lead change to improve care for people with diabetes. Throughout the programme we will also ask you to reflect on your journey thus far and engage regularly in a self-reflection practice.

The programme will be delivered via Zoom. These sessions **will not be recorded** so we encourage attendance where possible. Core sessions, described below, will explore different topics related to your leadership development and how these principles can be applied to your improvement area.

There are a number of opportunities throughout the programme to tailor your learning to your needs by choosing which elective sessions (smaller workshop sessions) you attend. Details of elective topics are shared in this pack, please bear in mind these are subject to change as we hope to receive feedback from the group as to what sessions are most suited to your needs and adjust accordingly.

For any questions, or if you are unable to attend any session, please let us know as soon as possible at leadership@diabetes.org.uk.

Thank you for joining us on the programme.

The Health Systems Change team

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Our leadership philosophy

Change comes from all levels of the system

Responsibility for change doesn't lie in the hands of a few, heroic individuals. The unprecedented scale and complexity of the diabetes crisis calls for leadership like never before – leadership that is distributed at local levels and unleashes the enormous potential of systems and individuals.

Everyone can lead

Leadership is not restricted to those with a formal job role. A leader is anyone with the courage to take responsibility to create change for people living with or affected by diabetes.

Leaders grow leaders

Leadership is about facilitating change and cultivating cultures of meaning, belonging, hope, compassion, and diverse perspectives. Leaders help acknowledge fear and uncertainty and provide space and support for individuals and groups to find their way in the dark.

Whatever the problem, community is the answer

Leaders recognise the workplace as interconnected systems. Building coalitions and collaborative relationships and sustaining strong networks that are responsive and adaptive to change, are vital to success.

Leadership development is a lifelong journey

Leadership is a set of skills and behaviours we can all develop. At every stage of your journey, leadership development involves both learning new ideas and unlearning existing ones.

Core session schedule

Time	Topic	Details
23-Apr-24	Session 1: Connection session with systems leads	Join the connection session to learn more about the programme and an opportunity to start thinking deeply about your values and how they may guide you through your leadership journey.
7-May-24	Session 2: Communications and Insights	Learn what your communication preference is, how to recognise others' preferences and how you can use this information to strengthen your interactions with others.
21-May-24	Session 3: Understanding the Challenge	Understanding the core of a problem is key to developing an effective solution. In this session, we'll explore approaches you can take to achieve this understanding.
4-Jun-24	Session 4: Change Management	<p>Change. For something so inevitable it is surprising that it consistently evokes such strong feelings, particularly in the workplace. As a leader change is going to be a constant companion, so it makes sense to learn how to set up those around you to accept and manage it as best as possible.</p> <p>In this session we will first explore the different types of change and why implementing and sustaining it can be so difficult. We will then work through some change management principles that will help you set up your project to give it the best chance of success from the very beginning.</p>

Elective schedule

Please bear in mind the elective timings are subject to change. Confirmation of timings will be provided when the sign-up link is sent, after the commencement of the programme.

Date	Topic	Details
18-Jun-24	Influencing skills	To make change happen you will need to convince others that they should support your plan. In this session we will look at what makes someone influential and what can you do to gain that support.
25-Jun-24	Building Relationships	<p>Would you like to know more about how we communicate internally with ourselves and how and why that differs for us all? This session will give insight into the NLP model of Communication, Values and Behaviours, and how to support change at the right level for yourself and others</p> <p>You will leave understanding communication at another level, knowing your values and how to elicit others so that you can build stronger relationships.</p>
2-Jul-24	Introduction to Involvement (Part 1)	<p>Join this two-part workshop where we cover all things Involvement and provide you with the foundation to be able to involve your patients in service design and improvement with confidence. We'll cover the significance of involvement, common barriers, and the positive impact it can have on your service.</p> <p>This workshop will focus on: Thinking Involvement: we'll explore what involvement entails and why it matters. We'll discuss the barriers we all encounter and delve into the transformative effects of meaningful involvement on your service.</p>
9-Jul-24	Introduction to Involvement (Part 2)	<p>Join this two-part workshop where we cover all things Involvement and provide you with the foundation to be able to involve your patients in service design and improvement with confidence. We'll cover the significance of involvement, common barriers, and the positive impact it can have on your service.</p> <p>This workshop will focus on:</p>

		<p>Doing Involvement: you'll receive practical advice on involving people in a meaningful way. Learn about different types and levels of involvement and discover how to choose the right approach for your project and audience.</p>
16-Jul-24	Q&A with people living with diabetes	<p>Your chance to ask our panel of people with living with or affected by diabetes about their experiences with the healthcare system, diabetes services, and anything else you would like to know about life with diabetes. This is a great chance to discuss any ideas you may have had since the Introduction to Involvement session.</p>
23-Jul-24	Introduction to coaching	<p>Coaching is a valuable tool that can help you to have better conversations with colleagues and patients, allowing them to make progress in their own way rather than telling or teaching them. Coaching helps to build better, more supportive relationships.</p> <p>Coaching skills are an essential component of any leadership toolkit. In this two-hour session we'll introduce you to the concept of coaching and share a useful model to help structure your coaching conversations. Most importantly, we'll give you guided time and space to practice the coaching approach with your peers and the opportunity to reflect on how you will use and develop your skills in future.</p>
30-Jul-24	Deep Democracy	<p>Are you challenged when dealing with indecision, tension and/or conflict in teams and relationships?</p> <p>Deep Democracy is a facilitation method that can support you with the tools and self-awareness to engage with different views, resolve tension and surface creativity, innovation, and transformation. The tools are powerful but simple and have the potential to transform relationships and enable effective decision making within complexity.</p>
6-Aug-24	Crucial Conversations	<p>Have you ever wished the feedback you need to give could be easier to deliver?</p> <p>Have you had a bad experience of feedback yourself and want to ensure you can do this aspect of leadership and management well?</p> <p>This session will consider why difficult conversations can create conflict and provide a toolbox of resources to assist you to have vital conversations more easily and more effectively, with better outcomes.</p>

13-Aug-24	Insights to the shadow self	This session will look at how understanding your blind spots can enhance your leadership development. It will focus on developing an awareness of your blind spots and how they may manifest to yourself and others; the understanding of others “out of character” selves; and how to improve your leadership style by understanding the impact of working on the blind spots.
20-Aug-24	Project Management	Join us to learn new project management processes, methods and skills, and how to apply them.
BREAK (Bank holiday)		
3-Sep-24	Crucial Conversations	This elective is being run twice due to limited places. See above for description of the session.
10-Sep-24	Building Relationships	This elective is being run twice due to limited places. See above for description of the session.
17-Sep-24	Compassionate leadership and empathic healthcare	Compassionate Leadership is defined as the most important healthcare intervention today, but what is it? And how can you ensure it is integral to the essence of your leadership? This session will help build your understanding of empathic healthcare and its importance in both staff engagement and patient outcomes.
24-Sep-24	Culture: the what, why, and how for the NHS	Culture plays an integral part in the NHS – at its simplest, it’s defined as: “the way we do things around here”. This session looks at why culture is so important and how it links to your leadership for optimum service.
1-Oct-24	Teams: how to avoid dysfunction and build a cohesive high performing team	Effective Teams are seen as, essentially, simple. However, they can be incredibly hard to achieve at times. What makes a functional team? What are the pitfalls? And how can our teams move from good enough to high performing?
8-Oct-24	Final Celebration	Wrap up of the programme.

Programme FAQs

What is the programme set up?

Discovering Leadership is an online programme that runs across 7 months. Sessions will be run on Tuesday evenings, generally from 7pm to 8.30pm. Sessions are split into Core Sessions and Elective Sessions. You are required to attend seven sessions at the minimum – this includes four compulsory core sessions.

These sessions bring together the whole cohort with a specific theme to focus on (e.g. communication, influencing) providing an opportunity to think about that topic in depth, leaving time for reflection and discussion.

Elective sessions are highly interactive workshops. You have a choice over which electives to attend and there is some opportunity to shape the menu of electives depending on the emerging needs of the group. These sessions will be facilitated by various faculty members with expertise and experience in certain topics.

Between live sessions we will share relevant material or short reflective tasks to build on the session topic. We do not expect these between session tasks to take more than 30 minutes – 1 hour.

What happens if cannot make one of the sessions?

We encourage you to attend all the sessions where you can, to ensure that you get the most out of the programme and you benefit from discussing and sharing with the whole cohort. We do appreciate, however, that there may be occasions where missing a session cannot be helped so we will work with you to discuss how best you can catch up on the content.

How many people are in the cohort?

The 2024 cohort is made up of around 70 healthcare professionals from across the UK. Participants will come from a variety of different disciplines, but with a focus and commonality of wanting to improve care for people living with diabetes.

Are all the sessions online?

Yes, these programmes are all online. There will be different ways to interact with the group online, and it will remain interactive, and discussion based with opportunities for networking.

Are all the sessions in the evening?

All the core facilitated sessions and electives are in the evening. This was felt to be the most appropriate to fit in around work schedules. The additional resources including recorded webinars and articles will be available for you at a time that suits you best.

Will the sessions be recorded?

No, we do not record any of our sessions. We try to make all our sessions as interactive and engaging as possible and want everyone to feel comfortable getting involved without worrying about being recorded. For this reason, we do not record our sessions.

Is there an examination or test?

There is no exam or test on the programme. We like to celebrate and share what you have taken away from the programme and how you plan to use this knowledge and skill to improve care for people living with diabetes, so we may ask everyone to 'pitch' or share a summary of their plans moving forward. This is not tested or a pass or fail.

Do I get a certificate?

Yes, you will receive a certificate at the end to confirm your completion of the programme. You may be able to utilise the hours from the programme for revaluation. To receive a certificate of completion you must attend **all 4 core and at least 3 elective sessions** throughout the course of the programme.

Faculty and Support

Flora and Klea will be your main points of contact for the programme but here are some other faces that you will see across the different sessions and electives.



Flora Mates (*Programme Lead*)

I am a Health Systems Consultant at Diabetes UK, managing the Discovering Leadership programme and working across the improvement programmes to support healthcare professionals to improve care for people living with diabetes. I have a background in biological anthropology and maternal health and a MSc in public health. I am really looking forward to another brilliant year of Discovering Leadership, supporting you all to develop your leadership skills and improve care for people living with diabetes.



Klea Riley (*Programme Lead*)

I am a Health Systems Consultant at Diabetes UK, where my focus has been improving diabetes inpatient care. I also manage and work across different local and national systems projects to support healthcare professionals make change happen and improve care for people with diabetes. I have a background in Biomedical Sciences and medical communications. I am very excited to be working on Discovering Leadership for the first time this year. I look forward to meeting you all and supporting you in your leadership journey.



Laura Willcocks (*Guest Facilitator*)

I am an Assistant Director at Leicester Diabetes Centre, leading work on education, leadership, integration and innovation. Bringing 30 years' experience to the role as a clinician and leader, our work encompasses upskilling of all clinicians across diabetes and long-term condition care locally, nationally and internationally. My passions are improving care for patients and developing people to be the absolute best they can be – leadership, organisational development, coaching, mentoring and NLP being areas that I have led across a blend of NHS, commercial and charitable

sectors. I retain my clinical role as a physiotherapist. Out of work I am usually found running, walking, cycling, watching, supporting football, or late at night with my head in a good book or two.



Francesca Pagni

I am a Senior Health Systems Consultant at Diabetes UK, working across our Leadership programmes and Systems work. I have a background in supporting teams and individuals to work collaboratively and lead change. I am passionate about enabling dialogues and supporting people to communicate powerfully. In my spare time I really enjoy photography and hiking in the woods or on the Munros of Scotland, where I live.



Sharon Lum

I am part of the Health Systems Change Team at Diabetes UK who offer a range of initiatives to support healthcare professionals who want to drive change that improves care for people living with diabetes. I recently undertook a master's degree in Behaviour Change and enjoy using these principles to understand problems and develop effective solutions that support the performance of the desired behaviour. In my spare time I'm probably cooking food, walking to food, discussing what I last ate or planning my next meal.

Helpful Resources

We have compiled a list of resources that you might find helpful during the Discovering Leadership and to support your work.

[Discovering Leadership resources page](#) – over the course of the programme we expect to cover a range of topic areas. If there is a resource that we feel is helpful for you we will add it to this page, so you have one, easily accessible place to find materials. We've added some items to this page already to get you started.

[Learning Zone](#) – this is an award-winning interactive tool that uses evidenced-based medical advice and patient experiences to complement structured diabetes education. Made up of interactive, bite-sized content, patients can access Learning Zone for free in a time and place that is convenient for them.

[Resources for patients](#) – Diabetes UK has a wealth of free materials that can help you support your patients. They range from guides about key diabetes topics and information prescriptions to pamphlets about annual checks and footcare which can facilitate self-management.

[Shared practice](#) – an improving care can seem overwhelming but often you don't need to start from scratch. Here we have a range of tools, resources, and case studies from health care professionals across the system than you can draw from.

And you can follow us on Twitter for up-to-date information and events - [@DiabetesUKProf](#)