

PCN LEADERSHIP DEVELOPMENT PROGRAMME

Module 1 – You as a PCN leader

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YOUR NAME:

PCN:

Welcome

Welcome to the **PCN Leadership Development Programme developed by PCSA in partnership with Shared Service Architecture Ltd.**

The programme has 3 modules exploring: how to provide effective partnership, community, and place leadership across your PCN, how to build powerful partnerships and how best to deliver sustainable and transformational change through effective multi-disciplinary team working.

This welcome section is an essential first stop, as in here you will find out about what to expect from the course and from this learning environment. You can then work through each of the units of each Module as you complete the course.

Course Learning Aims

The eLearning Programme on PCN Leadership Development will support you to be successful team player and building your confidence as a collaborative leader, by:

- Having a deeper appreciation of your own leadership style and approach, using reflective practice, peer challenge, psychometric profiling (MBTI), leadership styles and approaches.
- Discovering how to bring out the 'best of yourself' when addressing the real challenges and opportunities the PCN presents.
- Learning how to use your influencing skills to engage and enthuse other stakeholders across and outside the PCN.
- Sharpen your facilitative leadership skills, creating safe spaces for partners and team members to engage, have the 'right conversations', build trusted relationships, and help accelerate the maturity of their PCNs.
- Explore how to mobilise Multi-Disciplinary Teams (MDTs) so that they can collaborate and innovate on 'patient-centred' whole systems of care rather than within single organisations.

eLearning Programme Content and Structure

This programme seeks to provide you with the time & space to learn about collaborative leadership in an inter-professional environment, giving you practical tools and techniques and exposing you to different perspectives that together will build your confidence in being a true 'collaborative leader'.

The programme is broken down into three modules:

Module 1 – You as a PCN Leader

Module 1 develops your understanding of the types of leadership required for successful PCN working, providing you with a better understanding of your own leadership style that is true to your authentic self, with an enhanced self-awareness around your own personality preferences and a deeper appreciation of others' preferences. You will also learn how to effectively lead beyond departmental and organisational boundaries and explore how best to bring your leadership to bear on the issues and challenges facing the PCNs, whilst developing new insights into how to build trusting relationships, across professional disciplines, between teams and with the wider health and social care system.

Module 2 – Building successful Primary Care Networks

Module 2 looks at the building blocks for PCN working from the partnership perspective and it will provide you with a deeper appreciation as to why partnerships sometimes fail, how to overcome the barriers, and the foundations needed to help establish common purpose, trust, leadership buy-in from

the outset and how to build more effective relationships across your PCN and beyond. You will learn how to forge successful multi-disciplinary teams operating across your PCN.

Module 3 – Making change and innovation happen across your PCN

Module 3 focuses on how to lead change and innovation across your PCN, and it provides you with a deeper appreciation of why good governance underpinned by shared values, culture, systems, and processes is important but not enough, and that the key ingredient for effective partnerships is collaborative people (the change agents) willing to facilitate and make change happen. Module 3 will also build your confidence in using problems solving techniques to help cement the adoption of approach to innovation and change, and it will allow you to explore your own innovation styles and preferences.

What to expect?

How does the course work?

This course uses online learning and the virtual learning environment as tools for you to read, watch, study and engage with material relevant to the course.

Each unit has one or two learning outcomes, which indicate the content, depth, and breadth of learning during that unit. You will also have:

- **A short video introduction** to each unit, introducing the main theory and practice around that unit
- **Your module workbook** - Each module has its own workbook which will contain the activities for the respective module. You can complete the activities directly in your workbook in your own time and at your own pace.
- **Additional Resources** – Whereas this workbook comprises the activities you will need to undertake for each unit. Supporting this is an array of additional resources linked to each module that include useful tools, techniques and templates and various reports to help you play your part in shaping and contributing to successful PCN working.
- **Your SSA eCertificate of completion** – Once you finalise the online programme, you will be issued with a certificate of completion from Shared Service Architecture Ltd and PCSA Online to attach to your CPD record.

Study time

It is expected that the online course will take around 24 hours of time to engage with all modules, understand the theory and practice behind each module and its respective modules, as well as undertaking all the self-directed activities in the workbooks.

Additional Resources

In addition to the module's contents (videos, workbooks and presentations), on the PCSA Platform, you will also have access to various resources (including reports, tools, templates, techniques and further reading) that are underpinning the modules' content and that will help you play your part in shaping and contributing to successful PCN working.

You will find these uploaded under each module.

Your facilitators' profiles

This online programme has been designed by Primary Care Skills Academy in partnership with Shared Service Architecture Ltd (SSA), a dynamic facilitation and teaching company, specialising in equipping individuals and public sector organisations with the skills and knowledge to successfully initiate innovative collaborative working solutions, system change and service integration.

More specifically, having worked with over 60 health and social care organisations, SSA's experience in the health and social care system is wide and ranges from supporting the integration of health and social care across localities, the delivery of primary care at scale and primary care integration, supporting Sustainable Transformation Partnerships, Clinical Commissioning Groups, Health and Social Care Partnerships, multi-disciplinary teams and GP Federations.

The online programme is delivered by **Manny Gatt, Managing Director of SSA** and **Magda Zurba, Business Development Director of SSA**.



Manny Gatt is the cofounder of Shared Service Architecture Ltd (SSA). He has authored six books on collaborative leadership and shared services. He has taught over 1100 senior personnel from across the public and private sectors in the skills to manage in-house shared service projects. Manny has advised numerous public sector organisations on how to build their collaborative advantage working across health and social care, local government, further and higher education, LEPs, housing associations, police and fire services. He is a visiting lecturer University of Derby on collaborative working, a Collaborative Transformation Architect (CTArcf), a Fellow of the Royal Society of Arts and a member of the Institute of Directors.

Magda Zurba is the Business Development Director of Shared Service Architecture Ltd. Magda is a recognized CTPrac™ (Collaborative Transformation Practitioner™), highly experienced in developing multi-agency/ multi-disciplinary transformations and implementing collaborative working solutions across the public sector. She has extensive experience supporting the co-design and co-delivery of facilitative sessions and training programmes, providing strategic leaders with 'safe spaces' where they can build trust, articulate their strategic vision and build consensus on how they lead change and transformations in a collaborative manner, be it within their organisation, inter-organisationally or at system-level. Magda is a visiting lecturer at the University of Derby on Multi-disciplinary Teams Working and is also accredited as an Executive Coach.



Welcome to Module 1 – You as a PCN Leader

Module 1 develops your understanding of the types of leadership required for successful PCN working, providing you with a better understanding of your own leadership style that is true to your authentic self, with an enhanced self-awareness around your own personality preferences and a deeper appreciation of others' preferences. You will also learn how to effectively lead beyond departmental and organisational boundaries and explore how best to bring your leadership to bear on the issues and challenges facing the PCNs, whilst developing new insights into how to build trusting relationships, across professional disciplines, between teams and with the wider health and social care system.

Module 1 is structured around 4 different Units of Learning.

UNIT 1

Are you a leader?

Learning Outcome: Reframing your understanding and appreciation of yourself as a leader and change maker

'The overarching purpose of any approach to primary care leadership development is to improve the health and wellbeing of populations, including supporting a shift from reactive approaches to illness by individual practitioners, to the building of healthy communities led across systems of health and social care. The focus of such development must

*therefore shift from individualistic hierarchical leaders, working primarily within and for a single team, to **collective leadership that creates compassionate and inclusive cultures, inspires commitment to create healthy communities, mobilises large-scale change across a geographical area, and engages local people and service users..**'¹ (Swanwick and Varnam, 2019)*

This is why reframing your understanding of the new types of leadership required and appreciation of yourself as a leader across Primary Care Networks is an essential first step. In this role, regardless of your subject area expertise, you will be asked to take the initiative, problem solve, build relationships with people that have contradicting views and values, overcome conflict, compromise, be judged and take responsibility for things that you don't fully control, lead across boundaries and systems, adapt to new ways of working rapidly and so on and so forward.

All this can be overwhelming. Some seek to secure control and order of this, often by seeking promotion to have the authority to take and make these decisions. Others seek influence over authority. They see themselves as being collaborative. Others will see them as collaborative leaders.

In *Unit 1 – Are you a leader?* you will explore the type of leadership required across to enable PCN working, and how best to harness your leadership to be successful in your role across PCNs.

UNIT 2

Why are we all different?

Learning Outcome: Enhancing your self-awareness around your own personality preferences and a deeper appreciation of others' preferences using MBTI psychometric testing

Myers-Briggs Type Indicator has been developed by Isabel Briggs Myers and her mother Katharine Briggs, building from Carl Jung's work on Psychological Types (1923).

¹ Swanwick T, Varnam R. BMJ Leader 2019;3:59–61. doi:10.1136/leader-2019-000145

The Myers-Briggs Type Indicator helps you understand your personality preferences in four key areas:

- How you get your energy (Extraversion vs. Introversion)
- How you take in information and learn (Sensing vs. Intuition)
- How you make decisions (Thinking vs. Feeling)
- How you like to organize your time and environment (Judging vs. Perceiving)

MBTI shows us our preferences in those four areas, and it is important to understand that if we fall under one category (i.e. making decisions rationally – T) that does not mean we do not have the ability to use the other (making decisions based on our emotions – F). MBTI teaches us a natural preference, rather than being prescriptive and it develops our self-awareness around how we operate through our personality type.

By being aware of our similarities and differences coming from our own individual preferences, and by understanding the other dimensions, we can understand others better, why they make decisions in the way they do, their approach to interpreting information, how they organise themselves and how they get their energy. By understanding these differences, we can enhance the quality of our relationships by giving us a common language to discuss these differences.

This Unit will provide you with an understanding of MBTI and it will allow you to undertake your own self-assessment and reflect on your type, and how you relate to others.

UNIT 3

How to lead beyond your role?

Learning Outcome: *Learning how to effectively lead beyond departmental and organisational boundaries and explore how best to bring your leadership to bear on the issues and challenges facing the PCNs*

Leadership can be challenging enough when you have management responsibility for the teams you lead. Imagine leading when you're not in control, when the people you collaborate with may not even work in the same practice or

share the same discipline. This type of leadership, often called systems leadership requires a more nuanced approach to influencing and leadership. Here you will learn about complex adaptive systems theory, how simple rules agreed by all can create order in what might seem chaos, why understanding problems types can unlock the potential for team working and finally why leading beyond boundaries all boils down to facilitating collaborative working.

UNIT 4

How do you bring your leadership to bear?

Learning Outcome: *Develop new insights into how to build trusting relationships, across professional disciplines, between teams and with the community*

Each of us has our own unique leadership style. Its authentic to you. It sets you apart from others. Understanding how you bring your leadership to bear, will help build confidence, trust, and improve your ability to make an impact. So, what kind of leader are we when we are 'at our best'? How do we establish our

credibility, build trusted relationships, and provide pace and forward motion in the work we do?

One important aspect of how your being your leadership to bear is through having courageous conversations, that enable others to also be 'at their best'. *'Good leadership is about asking good*

questions' John Hagel III. This unit will help you explore the notion of powerful questions and hold coaching type conversations.

What materials do you have to go through for each Unit?

On the PCSA platform, you will have a video for each Unit outlined above, introducing you to the main theory and practice for that respective unit, as well as the self-reflective activities which you will need to fill in the Module 1 workbook.

We suggest you have your workbook either as a hard-copy or opened on your computer while watching the videos and undertake the self-activities in the workbook while progressing through the various units of learning.

The self-activities for each Unit of Learning for Module 1 are outlined in the workbook. To ensure the learning is embedded as you progress through the programme and the learning outcomes achieved, we recommend you undertake the self-activities in their entirety.

Self-Activity 1 – What do you look for in a PCN Leader?



We all have people around us that inspire us. In your experience, chances are that you might have worked with both good and less good leaders. Thinking about the ones that have inspired you either in your current role or previous roles, or even going beyond your profession, what were some of those characteristics that make them a good leader? What type of behaviours were they displaying? What type of skills did they have?

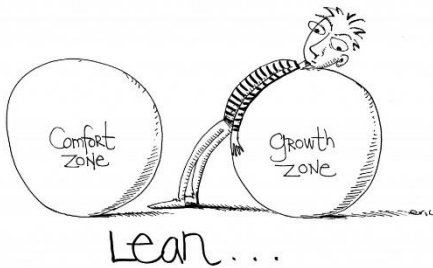
Duration: 10 minutes.

Task: In the space below, reflect on the leadership style and the top leadership skills and behaviours you are looking for in a leader.

Note: Think about styles, behaviours, and characteristics.

Add any notes below

Self-Activity 3 – When do you lean into the discomfort?



You may have heard the phrase '*Lean into the discomfort*' by Dr Brené Brown in her Ted Talk about the power of vulnerability. Perhaps it's stating the obvious, but real growth and change happens when we are outside our comfort zones, when we take a risk, when we do things that don't feel natural for us, when we learn something new and we address the stretches that we have, when we have those difficult conversations, when we engage in constructive conflict, when we are solving complex problems, and when we fail and learn.

Duration: 10 minutes

Task: Think of the kind of situations are you able to bring the biggest influence and impact. When did you lean into the discomfort? How did that make you feel? What were the behaviours you were displaying?

Add any notes below

Self-Activity 4 – Do you have the collaborative leadership gene?

As we have explored in Unit 1, according to Chrislip and Larson (1994), collaboration needs a specific kind of leadership:

‘Leaders are those who articulate a vision, inspire people to act, and focus on concrete problems and results. (But) collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction, and patiently deal with high levels of frustration. Collaboration works when the leaders keep the process going’.

Collaborative leaders are those that:

- are empathetic,
- have a preference to collaborative working
- are good communicators,
- are skilled at facilitating groups,
- build consensus, anticipate and manage conflict,
- are enthusiastic about learning,
- are good networkers and listeners
- and above all seen as ‘trusted individuals’.



Linden (2003) identified four main qualities that distinguish effective collaborative leaders from those who weren't effective:

1. They combine tremendous persistence, energy and resolve with a measured ego.
2. They are passionate about the desired outcome.
3. Collaborative leaders pull others rather than push them.
4. Collaborative leaders think systematically.

Other factors shaping the development of collaborative leaders is the recognition that old-style leadership attributes which work within an organisational context seem inadequate when addressing complex ‘wicked problems’ with high levels of ambiguity.

Given that collaborative leadership is a contact and participatory sport, wouldn't it be good if you could self-assess your own collaborative leadership characteristics and strengths? By increasing your own self-awareness, you will be able to spot those collaborative traits you would like to develop.

Tool CLA0.01 – Do you have the collaborative gene? in the PCSA Platform is a self-assessment tool and will help you identify the areas of collaborative leadership in which you are strong, and those areas where you may need to develop your skills. We recommend you read the tool prior to undertaking this exercise. A PDF format of the tool is available in the platform under Module 1.

Duration: 20 minutes

Task: Using the diagnostic in Tool CLA0.01 (uploaded in the PCSA Platform), self-assess your collaborative behaviours of collaborative leadership.

What can you learn by doing the self-assessment? What are your areas for development?

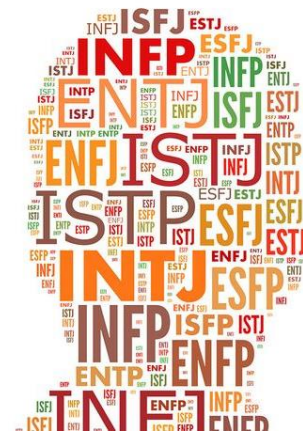
Add any notes below

Self-Activity 5 – Your MBTI Preferences

Watch the introduction video from *Unit 2 – Why are we all different?* and undertake the self-assessment by identifying which dimension you feel describes your type best when you listen to the video.

For this self-assessment, you should select four letters (one letter for each of the dimensions below). Combine the 4 to create your personality type e.g. ESFJ.

If you have already undertaken an MBTI testing, compare this with your self-assessment to determine your BEST FIT. If you have not taken an MBTI test and wish to do so for deepening your self-awareness, there are free resources such as <https://www.16personalities.com/free-personality-test> where you can undertake it.



Write the 4 letters in the boxes below:

Extraversion – Introversion	Sensing - Intuition	Thinking- Feeling	Judging – Perceiving
<i>Your best fit:</i>	<i>Your best fit:</i>	<i>Your best fit:</i>	<i>Your best fit:</i>

Duration: 20 minutes

Task: From your self-assessment you should have selected four letters. Combine the 4 to create your personality type e.g. ESFJ with your MBTI report to determine your ‘BEST FIT’. Explore how you might use the MBTI insights to shape and reframe your leadership approach. How does the MBTI add to your understanding of leading relationships and how you make decisions? What did you find about yourself and your leadership approach from MBTI?

Add any notes below

Self-Activity 6 – Understanding others



Understanding others MBTI profiles can help us adapt the way we interact with them in order to build more effective relationships.

Thinking of your PCN colleagues, what is the balance between:

- Introverts and Extrovert types?
- Sensing and iNtuition types?
- Thinking and Feeling types?
- Judging and Perceiving types?

How would you adapt your approach in working with your colleagues, based on their MBTI preferences?

Duration: 15 minutes.

Task: Reflect on how would you adapt your approach in working with your colleagues, based on their MBTI preferences. What lessons do you take from this?

Add any notes below

Self-Activity 7 – Leading complex systems

The health and care systems are complex. Picture the most complex telephone exchange. Trying manually to micro-manage all the connections, interplays, pathways, and different call types would be impossible. Using that metaphor for the health and care system and then overlay the uncertainty and unpredictability of health care demands and one can understand why people feel so overwhelmed by the sheer size of the challenge. Yet as we have learnt from complex adaptive systems, a few simple rules can make a complex system seem to act if its one organism. Think of a shoal of fish or a flock of birds all moving seamlessly as one to avoid predators. A few simple rules or behaviours can help create order in the mist of chaos.

For example, a few simple rules or 'givens' such as, wear a face mask, keep 2 meters apart and wash your hands – together have helped reduce the spread of the Coronavirus.



Duration: 15 minutes.

Task: What is new and different across our PCN?

In your workbook, write down three new givens that are dictating the way we operate across our PCN going forward.

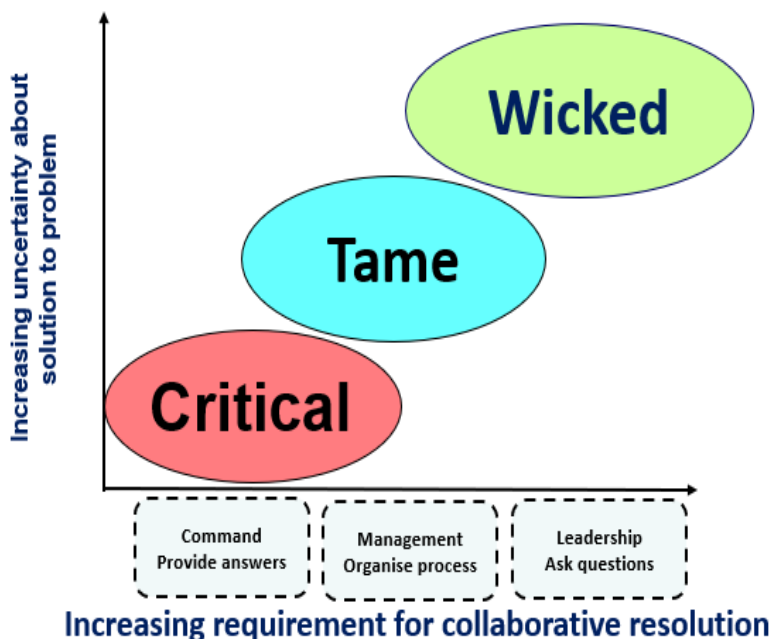
Add any notes below

Self-Activity 8 – What kind of problems are you trying to address across your PCN?

According to Grint (2005), not all problems are the same. Problems are different and these differences can be categorised. By understanding the type of problem we face, we can determine what might be the most appropriate leadership response. The leadership response depends on the uncertainty levels for that problem and the requirement for collaborative resolution.

Grint Problems Typology is anchored around three types of problems:

- **Critical Problems** – where the problem can be defined (know problem) and the solution identified (known solution). These types of problems are usually a crisis and requires an immediate response i.e. evacuation of a boat, heart attack intervention. The leadership required to address these types of problems is one of command and control, one that can provide an answer to the problem.
- **Tame Problems** – where the problem is more complicated, it still can be defined (know problem) and it is solvable. The solution requires the organisation of processes and resources through a management approach, therefore the type of leadership required is a management approach, as there is a process for solving a tame problem i.e. heart surgery, implementation of an IT system, launching a new product etc.
- **Wicked Problems** – these are the problems that are the most complex, with the highest uncertainty about their type (unknown problem) and its definition. There are no good or bad solution to address these types of problem, only good, or less good solutions, with each solution tested having unintended consequences. It requires a leadership approach to address it, where the role of the leaders is to ask questions and engage in collaboration to address it. These types of problems characterise many of the societal challenges we are facing and include areas such as climate emergency, obesity, homelessness etc.



Duration: 15 minutes.

Task: *Think of the PCN Projects you are involved in. How would you define them using Grint Typology of Problems and how best might you adapt your leadership approach to address these?*

Add any notes below

Self-Activity 9 – How do you show up as a leader?

Your leadership identity and style is shaped by how you see yourself and how others see you. It helps you:

- Build a reputation
- Sets you apart from others
- Enable an emotional connection with others
- Describe the value you bring to others or a situation
- Convey a promise you make to others
- Relate to conversations people have about you when you are out of the room!
- Better understand how your conscious and unconscious biases impacts you and others



Prof Peter Hawkings uses three constructs to describe ‘how you show up as a leader’, these being: Authority, Presence and Impact.

AUTHORITY - *What and who you know; your experience and achievements*

This comes from the past, it comes from what you know, and through what you have achieved and experienced in the past (including academic qualifications, experiences and experience, projects, writing, involvement on bodies and with NFP organisations and boards etc).

Authority is an essential attribute of a Change Agent, particularly when interacting with stakeholders. Tapping into ones strengths, depth of knowledge, and experiences builds a sense of self-esteem which others will perceive as authority.

PRESENCE - *Relating well to others; Being fully attentive and reading the moment*

This is the now; and comes through commanding respect; and through relating well to others in the moment. This is about building rapport, being fully present, having passion and enthusiasm and being attentive to others.

Presence is the ability to read the moment and build strong relationships with all stakeholders involved in the change process. Every sustainability change process is full of obstacles, resistance, and unexpected moments. Presence is the key capability one needs to come up with strong, effective interventions on the spot.

IMPACT - *Transforming agendas and mindsets; creating an emotional shift*

This is in the future; and comes through shifting an agenda or mindset, or through creating an emotional shift.

Impact is the measure of the difference between what a Change Agent says and suggests, and what is actually accepted and followed by other people. Many people have deep knowledge or a burning passion for an issue, but too few have (or work consciously to develop) the trust of others—the very element that transforms them into leaders or advisors who can really make change happen.

Often we rely on two aspects of the model to the detriment of one; whereas the power and true impact comes from an appropriate use of all three.

Duration: 15 minutes.

Task: *Often we rely on two aspects of the model to the detriment of one; whereas the power and true impact comes from an appropriate use of all three. In your workbook, reflect on the following:*

- *Which leadership elements do you rely on most and least? Ask yourself why?*
- *At your best how do you show up?*
- *What might you do more of, to get all three elements in balance?*

Add any notes below

Self-Activity 10 – Who are you as a leader?

Drawing from your learning from all the four Units in Module 1, take a moment and reflect on what you learnt about yourself as a leader and your leadership style.

WHO
ARE
YOU?

Duration: 15 minutes.

Task: *Using the frameworks presented to you in this module, what did you learn about yourself as a leader? What are your strengths and areas of development?*

Add any notes below

