

## **APPLIED MEDICAL LEADERSHIP IN ADVERSITY Held at the United Nations Training School, The Curragh, County Kildare 4<sup>th</sup>-5<sup>th</sup> April 2018**

### **The Programme – its aims and objectives**

*“Leadership lifts people above their ordinary, personal wants and self-interest. It moves them beyond the material considerations of reward and coercion. It is leadership which motivates others to do more than they originally intended and often even more than they thought possible. Leadership comes to the fore in times of turbulence and change when people need to be shown a new way ahead even if their instinct is to stick with the familiarity of the old, whatever its cost”<sup>1</sup>.*

In healthcare, great team building is where all team members understand, believe in and work towards the shared purpose of caring and working for patients. This sense of common purpose can never be assumed. Leaders should highlight it at every opportunity and ensure all team members are working towards it in their day-to-day work.

It is extraordinarily difficult to measure the results of leadership and yet the results of leadership seem extraordinarily important. Healthcare is dominated by the extreme, the unknown and the very improbable, conditions that demand leadership, and yet, we spend our time focusing on what we know and what we can control.

This programme, entitled **Applied Medical Leadership in Adversity** is an original modular capability based on proven campaign planning techniques and academia, designed to understand and support a NHS Trust in developing staff to hone their knowledge, skills and experience through a challenging yet collaborative and enjoyable learning experience.

This education tool is novel in its approach, through the demonstration of successful utilisation of established and creative academia when practically applied in the complex and ‘wicked’ environment of contemporary medicine. This is crucially underpinned by the genuine leadership experience of the faculty in delivering a Strategic healthcare effect in complex, demanding resource constrained environments both home and overseas. Through this process opportunities for enhancing organisational efficiency to close vulnerability gaps and mitigate risk will be collaboratively discussed and addressed.

This continuum of learning using Action Learning Sets will include sharing expertise on leadership (particularly leadership in crisis), developing the culture of effective delegation, developing the culture to encourage behaviours of responsibility and accountability, to raise the planning horizon to include future operations, and providing the toolset for senior managers to tackle complex and ‘wicked/messy’ problems whilst providing learning on leading and working within effective teams.

The continuously peer reviewed programme concludes with the production of formalised action plans, developed and agreed by the participants which will assist in supporting cultural change, leadership enhancement, empowerment and of most importantly through this, better patient care.

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<sup>1</sup> The Need For A NHS Staff College – Professor Aiden Halligan, JRS, 2010.

**Key Themes**

Leadership Culture and Efficacy in Complexity

Creating Innovation in Adversity

A System of Systems of approach

Sustainable Change

Major Medical Incidents – Agility and Resilience in Uncertainty

**Summary**

Applied Medical Leadership in Adversity will be insightful, thought provoking and interactive. The participants will be taken on a journey of understanding of what can be achieved through practical application of academia, calculated determination and a will to win.