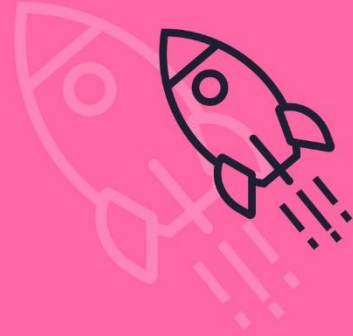


# Learning to Lead in Complex Systems

Do you want to develop your resilience,  
confidence, and leadership skills?



## Learning to Lead in Complex Systems

### A leadership development programme for SLTs in Scotland

#### Introduction

This programme is designed to enable SLTs in Scotland to further develop their leadership skills, insights, knowledge and confidence in working within complex systems. It will provide an opportunity to explore a range of issues that will support the participant's development as a future leader.

The programme will explore three key topics which are fundamental to supporting the design and delivery of effective and efficient services:

1. **Complexity-** Working in complex systems and the human dimensions of change
2. **Leadership-** Role of leaders, self-awareness and resilience
3. **Quality Improvement-** Making change and improvement happen

The course will be delivered virtually and use a mixture of subject matter delivery, coaching and mentoring along with active peer participation.

The programme will run for five three-hour sessions from April until November 2023. Participants are expected to join all sessions unless due to sickness or annual leave.

To enhance learning and development, participants will be provided with a range of online resources which should be reviewed between programme sessions.

An output of the programme will be the development of a quality improvement proposal in an area of work that is relevant and important to course participants and speech and language therapy services in Scotland.

Participants will be expected to complete a pre and post programme evaluation.

### Aims of the programme:

- Enable participants to further develop their leadership knowledge and skills and develop their insights and confidence to work within complex systems
- Provide an opportunity to explore a range of issues that influence and impact on leadership and the working environment
- Support participants to grow their curiosity and skills in quality improvement and consider opportunities to develop an improvement proposal which is relevant to their area of work

### Criteria

#### **All applicants for the programme must:**

- Have gained a range of experience working within Health and Social Care, Third or Independent Sector
- Have a desire to develop their leadership skills and improve outcomes for staff, patients, and the service
- Have explicit sponsorship and support from their line manager/service lead
- Be engaged with an annual appraisal programme and have identified leadership development within their personal development plan
- Be committed to sharing their learning by running teach back sessions and using their skills beyond the completion of the programme
- Commit to completing course work as part of the programme.
- Be a member of the RCSLT

#### **All line managers/service leads supporting an application must make the following commitments:**

- To release participants to attend five 3-hour sessions and provide time to undertake pre and post programme activities
- To release participants to provide a minimum of 2 teach back sessions on completion of the programme.
- Commit to supporting the progression of a QI proposal

## Programme Outline

### Session 1

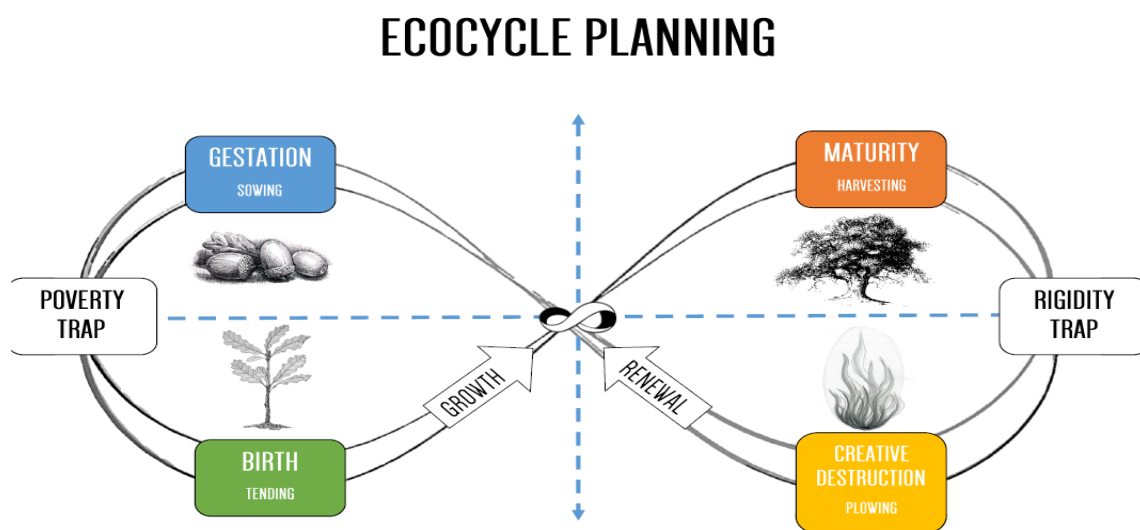
#### Introductory Session

This introductory session will set the scene for the programme. It will allow participants to learn about the key priorities and challenges facing SLT services in Scotland and consider these in relation to current practice and service pressures. Participants will set ground rules and ways of working, learn about the programme's content, and plans for the development of a quality improvement proposal.

### Sessions 2

#### Complex Systems- Working in complex systems and the human dimensions of change

Complex adaptive systems thinking is an approach that challenges simple cause and effect assumptions, and instead sees healthcare and other systems as a dynamic process. One where the interactions and relationships of different components simultaneously affect and are shaped by the system.



Liberating Structures: Ecocycle Planning  
Co-developed by Keith McCandless • Henri Lipmanowicz ([www.liberatingstructures.com](http://www.liberatingstructures.com))  
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This session will provide an overview of the theory of complex systems and the human dimensions of change. It will allow participants to learn about complexity and explore the challenges of working in complex systems and how this may impact on innovation and practice.

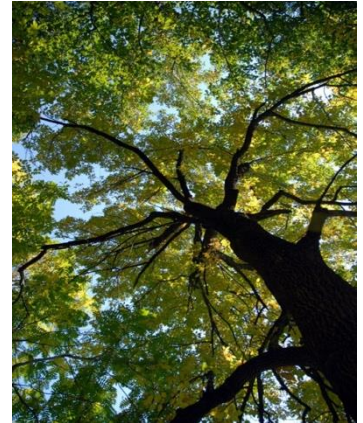
### Session 3

Leadership- Role of leaders, self-awareness and resilience

*“If you want to see change, be the change you want to see”* Ghandi

*“Who do you choose to be?”* Margaret Wheatly

- Knowing yourself
- Growing yourself
- Being yourself



This session will provide an overview of a number of leadership models and theories. It will explore the challenges facing leaders working in complex systems and allow participants to share their experiences and examples of different leadership styles. It will provide an opportunity to consider personal approaches to staying resilient.

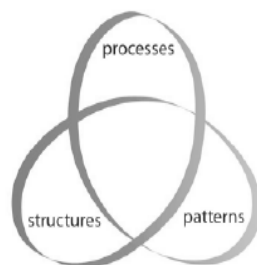
### Session 4

Quality Improvement - Making change and improvement happen

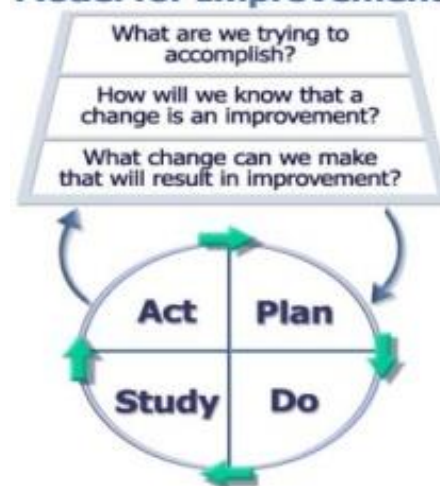
*“Not all change is an improvement, but all improvement requires change”*

Skill is not enough. Methods and tools aren't enough. You must understand the theory behind the methods and the context of the system you're in. Then you can match method to context, adapting it as required.

**Key Point: Successful large-scale transformation requires integration and change in structures, processes, and patterns**



#### Model for Improvement



This session will provide an overview of a number of change concepts and models and share a range of approaches, tools and techniques. It will explore the factors and conditions that influence the adoption and spread of improvement initiatives. Participants will consider their own experience of change and improvement and identify the key features for success or failure of change initiatives.

## Session 5

### Quality Improvement Priorities

This session will enable programme participants to share their learning and outline their QI proposal. A range of SLT managers and the RCSLT sponsor will participate in the session to hear about participants learning and support them in exploring improvement opportunities for SLTs.

## Programme Dates 2023

Dates have taken school holidays into account, wherever possible. All sessions will run from 10.00-13.00

<b>Session 1- Introduction</b>	<b>Wed 26 April</b>
<b>Session 2- Complex Systems</b>	<b>Wed 7 June</b>
<b>Session 3-Leadership</b>	<b>Wed 23 August</b>
<b>Session 4-Quality Improvement</b>	<b>Wed 4 October</b>
<b>Session 5- Teach back and QI Proposals</b>	<b>Wed 15 November</b>

## How to apply

The application can be found [here](#)

Applications will open on 18<sup>th</sup> January 2023 and close on Monday 24<sup>th</sup> February at 5pm. Applicants will be notified of the outcome of their application from 6<sup>th</sup> March 2023. The programme starts on Wednesday 26<sup>th</sup> April 2023.