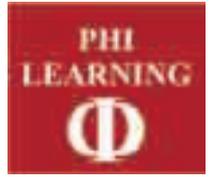




*The Royal College of*  
**Midwives**



# Delivering the future:

the strategic leadership programme developed especially to help midwives realise their full career potential

- Discover your own leadership capabilities
- Learn how to engage more effectively with others
- Develop the skills of strategic thinking
- Enhance your personal impact

Organised by the Royal College of Midwives with Phi Learning



# What it's all about

The need to provide opportunities for midwives to develop leadership skills has been widely recognised for the past few years and in England Department of Health funding was made available to get things moving. The RCM working with Phi Learning, a market leader in leadership development across many sectors, are now building on this work. Many midwives have already benefited from attending the strategic leadership programmes.

*Maternity Matters*, the English Department of Health's strategy for maternity services launched in April 2007, makes specific mention of the need for leadership development in midwifery and recommends this programme in particular.

It says: 'The RCM have a leadership programme which provides midwifery managers with learning support to enable them to develop the critical midwifery leadership competencies including: developing a vision, thinking strategically and systematically, driving change, influencing others and communicating effectively.'

## The Strategic Leadership Programme

*Helping you to take the next step: a spring board for your career*

Leadership courses abound, but this programme is tailor-made for midwives and addresses the leadership development needs midwives themselves have identified. Midwives face particular challenges in their working lives and need the skills and approaches to initiate innovation and new ways of working for the benefit of mothers and their babies.

The courses are residential, held in good quality hotel venues so that you do not need to worry about commuting. It is a quiet and secluded environment which is positive and supportive so that you can concentrate wholly on getting the most from the experience.

### The aim is to help you:

Understand your own strengths and how to build on them	Challenge your attitudes and assumptions
Develop a broader view of health and social care	Develop your ability to motivate others to change the way they work
Enhance your personal effectiveness	Make continuous learning and self-directed development a way of life.

## How it benefits your organisation

If you are seeking funding from your organisation or elsewhere, you will need to make the case not only for the benefits that will accrue to you but the benefits to the organisation.

### These are likely to be:

Wider and fuller appreciation of strategic planning and the management of change
A better understanding of the dynamics of decision-making and resource allocation within the health services
A more confident approach to effective team and partnership working
An improved ability to argue a case and work towards compromise
A positive approach to innovation and learning from others
Make continuous learning and self-directed development a way of life.

### Who should apply

Heads of midwifery services
Supervisors of Midwives
Acting heads of midwifery services
Consultant midwives
Midwifery educationalists
Other experienced midwives who wish to develop their leadership potential

This three-day programme uses action learning with joint problem-solving based around a strategic case study. A key part of the programme are contributions from prominent thought leaders in the profession from the RCM, government health departments and the NHS.

### The programme begins with some preparatory work:

- You have a structured conversation with your line manager to agree the local context and to identify key learning objectives
- You complete three self-scoring questionnaires on competency, strategic thinking and optimism
- You read relevant leadership material.

## The programme covers key aspects of leadership management and strategy

Strategic exploration: asking the right questions	The role of optimism and determination
Strategic understanding: drawing the right conclusions	Strategic challenge: thinking the unthinkable
Strategic networking: making the right connections	Strategic enablement: making things happen
Strategic imagination: creating the future	Action planning: making a difference



### 1. Strategic content. This covers:

View from the bridge: leaders in healthcare offer their views of the strategic context and their role within it
Strategic alignment: using strategic planning tools to translate the view from the bridge into a strategic agenda for your place of work
Strategic thinking: learning to think outside the box using a model of strategic thinking
Systems thinking: learning to understand and resolve complex issues in a practical way resulting in more rapid and effective decision-making

### 2. Strategic leadership. This covers:

My leadership capabilities: what are your personal leadership capabilities?
My leadership principles: how can you develop a set of leadership principles through which to deliver your agenda?
Engaging followers: improving your ability to engage with others and drive organisational performance
Optimism and authenticity: what role does optimism and authenticity play in creating a compelling leadership agenda?

### 3. Strategic delivery. This covers:

Engaging stakeholders: what are the critical relationships you need to build, develop or sustain to ensure success?
Women as leaders: how can women achieve results in an authentic and effective way?
The view from my bridge: building a practical and pragmatic plan of action to take back to your place of work and get started on.

## The Development Centre

*Helping you to take stock of you and your career*

This two-day programme is designed to help you find out more about your strengths and weaknesses in a constructive, supported environment. It could be a useful precursor to the three-day leadership programme. The results belong to you and no-body else.

You undertake ten separate assessments covering all aspects of the head of midwifery role. You will receive a detailed report from these assessments and a one-to-one feedback session with an external coach who can help you work out the implications of the feedback report.

To get the most from the two days, you will need to do about three hours preparation before you attend. And afterwards you need to commit to a date to discuss the results.

# Next steps

We are very much aware of how difficult it can be to get external funding and so we offer easy payment arrangements for self-funders.

If you would like to discuss these programmes in more detail and to find out about costs please contact Gail Johnson on 020 7312 3466 [gail.johnson@rcm.org.uk](mailto:gail.johnson@rcm.org.uk)

# How to apply

You can down-load an application form on [www.rcm.org.uk](http://www.rcm.org.uk)

Or contact Phil Dale on [RCMleadership@phi-learning.co.uk](mailto:RCMleadership@phi-learning.co.uk)

For updates in the RCM leadership programme and to find out more about dates and venues, please visit the RCM website on [www.rcm.org.uk](http://www.rcm.org.uk)

Phi Learning is a people-development organisation that specialises in leadership development. Phi consultants work with a diverse range of commercial, public sector and not-for-profit organisations across the UK and Europe to develop superior leadership capability and performance. Phi Learning consultants have worked extensively with the healthcare sector – specifically with the midwifery profession for the last six years where it has worked with heads of midwifery, LSA officers and consultant midwives.

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*‘Developing leadership potential is one of the key challenges for midwifery. Having supported two midwives in my senior team to attend this programme, it noticeably made a difference to their confidence, decision making skills and their self reflection. The programme is certainly a worthwhile investment.’*

**Gill Walton, head of midwifery/directorate manager (women and sexual health), Oxford Radcliffe Hospitals Trust**

*‘The RCM Midwifery Leadership Development and the Strategic Leadership Programmes have made substantial positive contributions in 2006 to implementing the NES Midwifery Leadership Framework which is about supporting transformative change at all levels in the maternity services in Scotland. They are seen, not only as timely discipline-specific opportunities, at a pivotal period of maternity policy change and service re-design, but they also complement and are congruent with the National NHS Scotland Leadership Development Programme Delivering the Future*

*Both programmes attracted senior midwives from NHS Scotland. Managers, Supervisors of Midwives and educationalists welcome this shared experience and unanimously commend it as an ‘excellent resource’.*

*I fully endorse the RCM Programme and its partnership work Phi Learning”.*

**Monica Thompson, programme director (midwifery and women’s health), NHS Education for Scotland (NES)**