

## PEN PICTURE

### Jane Honeybourne



Jane has worked with us as an Associate for a number of years. She originally worked in the NHS and took a special interest in the introduction of multi-disciplinary training and development and was responsible for the successful introduction of a major change initiative in primary care and the development of working partnerships with local industry.

She has a particular interest in soft skills management training, which is reflected in her work with the BDC.

Jane has worked on a number of management development assignments and is currently helping us to run a series of Master Classes for Executive Directors and Senior Managers in a healthcare trust.

Jane is also one of our registered coaches. She has an MSc in Manager and Organisational Development and

has a Diploma in Performance Coaching. She is a Member of the Chartered Management Institute and a Fellow of the Institute of Training and Occupational Learning.

## About the Business Development Consultancy

The Business Development Consultancy (BDC) was set up in 1991 and since that time has established a reputation for providing high quality consultancy, training and research.

The BDC is hosted by the South Birmingham Primary Care Trust and operates as a trading agency throughout the NHS and other parts of the public sector. The BDC has a core team of Consultants and Associates with a wide range of skills and experience drawn from the Health Service and other public sector organisations. We provide sensitive consultancy, responding to the specific needs of clients.

Assignments have been undertaken in the health and wider public sectors throughout the UK and overseas.

### Our Range of Services

#### Consultancy Services

- organisational design and analysis
- business planning and marketing
- culture change
- recruitment and selection, including psychometric testing
- outplacement advice and career review services
- executive coaching
- team development

#### Training Services

- training needs analysis
- training strategy
- programme design and delivery
- nationally accredited manager development programmes, including Managing Health and Social Care Certificate, Postgraduate Diploma in Managing Health and Social Care

#### Research

- operational or academic research work
- project support and guidance
- research skills training

To find out more, please contact one of our Consultants on telephone number 0121 465 7850.

or visit our website:  
www.businessdevelopmentconsultancy.co.uk

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About the BDC

### Address

Business Development Consultancy

West Heath Hospital  
Rednal Road  
West Heath  
Birmingham  
B38 8HR

Tel 0121 465 7850

Fax 0121 465 7857

### Email

enquiries@BusinessDevelopmentConsultancy.co.uk

## NEWS

# Political Intelligence and Competence

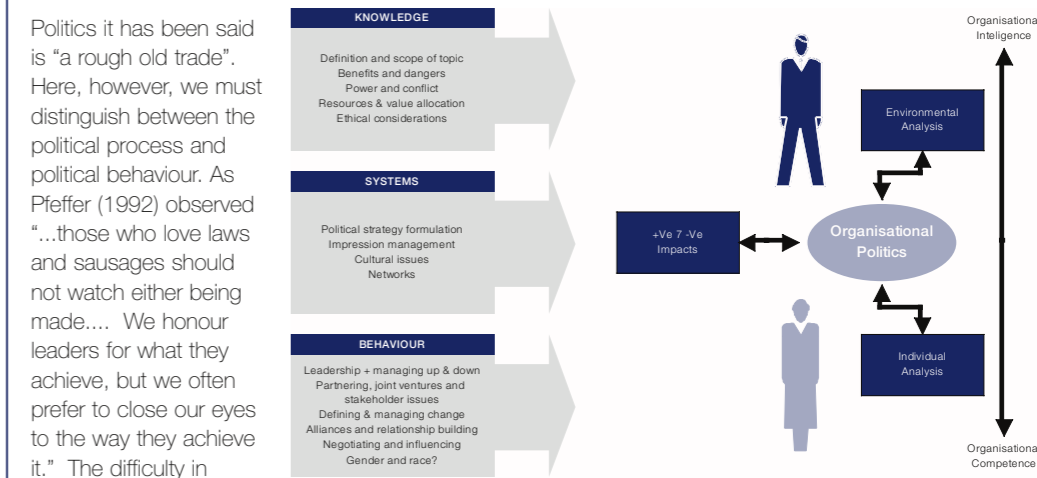
The job of managers and leaders is to recognise the major constituencies, to develop ties to their leadership, and to manage conflict as productively as possible. Above all, they need to build power bases and use power carefully. They cannot give every group everything it wants, although they can try to create arenas for negotiating differences and coming up with reasonable compromises. In this sense the job of managers – and the role of organisational politics – is to allocate values (what matters) and resources (who gets what). Such a view of organisational politics explains much of the attendant conflict between different groups and interests. In social action theory, the structure of an organisation is not a thing, but rather a process occurring as individuals and groups, negotiate, bargain and contest their relations with others in a continuous flow of action whilst pursuing the primacy of their beliefs and interests. The location of power is not seen to be 'fixed' but to reside in resources and dependencies. In such a scheme, managers are not necessarily the controlling group but only one group of actors who are attempting to impose their interests, meanings and concerns in the process of organising. Conflict is inevitable. The paradox here is that politics is both a source of conflict and the means by which it can be handled.

practice, of course, revolves around both the behaviour and the underpinning motives. Political behaviour, which pushes at the boundaries of the acceptable in pursuit of the laudable, will frequently be tolerated if not encouraged. However, the merest hint of the same behaviour serving the interest of the individual more than the cause will result in disapproval. This will damage both the person and the validity of the political process.

Given the scope for ignorance and abuse in terms of organisational politics, the Business Development Consultancy is working with partner organisations and launch clients to develop a programme designed to develop political intelligence and competence in public service organisations.

It is anticipated that this programme will give participants an understanding of the knowledge, systems and behaviours found in political systems and how to apply their precepts given self-knowledge and an understanding of the local environment.

For further information on The Development of Political Intelligence and Competencies in Public Service Organisations contact Dr James J H Harrison at the Business Development Consultancy on 0121 465 7850



## EDITORIAL

This edition focuses on the importance of effective leadership and management development for healthcare professionals. This has never been more vital since the challenges facing those with leadership responsibilities at all levels are both complex and wide ranging. Many health care organisations are dealing with difficult financial pressures, whilst having to deliver against targets and effect service improvements and at the same time also deliver both the systems and behavioural/cultural changes implicit in A Patient Led NHS and other strategies such as payment by results and the concept of choice. Structural change is

also in the air with the likely mergers of StHA's and a reconfiguration of Primary Care Trusts and the development of practice based commissioning together with the onward march of Foundation Trust status.

The recent election result is unlikely to signal a slowing down in current policy drivers and indeed the Secretary of State's recent announcement about financing for Independent Treatment Centres signalled the Government's intention to push ahead with its agenda. Much of the legislation for change is in place so attention will focus on implementation on a number of fronts.

Against this backdrop leadership development needs to focus on providing healthcare professionals with the generic skills to think strategically, to be politically astute and to manage change through effective leadership whilst also being adaptable to personal change. It is imperative that development is not 'squeezed out' through financial and or time pressures. This would be short sighted in terms of developing leadership capability and would place a question mark over the reform process.

## CASE STUDY

# Executive Board Development

It is vital for any Chief Executive to ensure that the Executive Team is functioning effectively in order to make certain that corporate goals are achieved. Often the focus for 'top teams' is on what has to be achieved and less attention is paid to the process issues and the integration of the differing personalities involved. Although we all know better, it is assumed that top teams will automatically 'gel' and work cohesively. Where the Executive Directors are not able to do this it can have a damaging effect on the progress and health of the organisation. This implies that top teams should reflect on their performance both in terms of their achievements and how they have actually worked together as the two are inextricably linked. How might this be done?

In one such assignment the Business Development Consultancy recently worked with the Chief Executive and Executive Directors of a three star Trust who felt the need to both examine current strategy and process issues. By any measure they would be described as a high performing team. They did, however, recognise the importance of not becoming complacent and the need

to review progress. In the first instance the team was brought together to explore some of the outcomes required and to involve them in the design of our work with them. The work involved three key elements.

Firstly, there was a need to consider the current work agenda and to prioritise the 'must dos' including the approach to be taken to achieve Foundation Trust status. This involved time out to review the current strategy and to plan the workload over the coming period. The purpose of this event was to create a clear list of priorities which could be conveyed to the organisation. This did importantly also mean taking the difficult decision of putting some things on the back burner.

Secondly, the team agreed that it should look at the different working styles, characteristics and performance of team members to fully integrate different approaches. This was facilitated by using the Myers Briggs Type Indicator to provide the team members with the opportunity to explore individual differences in approach and to consider the strengths and areas for development of the team on this basis. Team members were

provided with comprehensive individual reports as well as a team report.

Thirdly, each team member was taken through a 360° feedback exercise using the Leadership Qualities Framework (see page 4), the results of which are now being linked to the discussions around their personal development plans. Each Director and the Chief Executive was provided with detailed reports and had a one to one discussion.

This systematic process enabled the executive team to 'refresh the parts' and to consider how effectively it was performing and to establish an action plan designed to take both the work agenda and the team forward.

For further information on team development contact Peter Tonks at the Business Development Consultancy on 0121 465 7850

## PERSONAL DEVELOPMENT

# Coaching — is it for you?

In an ever-changing world it is essential we keep our knowledge up to date and our performance sharp. It is also vital to consider what we really want out of life and to establish appropriate career plans if we are to turn aspirations into reality. Conventionally we have either muddled through on these issues or attended the occasional course. Increasingly, however, people are turning to coaching to help provide the thinking space and answers to these questions.

So what is coaching? Coaching is a way of providing people with personal support that is committed to their success and development. The coaching role is to help people find their own way and to help them keep moving along that path. Coaching involves a temporary relationship between two people; the coach and the person being coached. It requires commitment and a desire to work towards self determined outcomes.



Coaching is usually about taking a holistic approach incorporating whole life considerations. However, many of our clients access specific services under the following headings:

**Life Coaching.** This may involve whole life considerations or discussion around specific issues. Life coaching is focused on where the client is now and where they want to be in the

future. The focus is on the client identifying their own answers to a particular situation and accepting personal responsibility for taking actions to resolve that situation.

**Executive and Performance Coaching.** This is usually person centred rather than task centred and focuses on the individual to address for example a specific skill or knowledge deficit or particular challenges of the current job with the aim of enhancing performance.

**Career Coaching.** This focuses on reviewing the individual's aspirations, diagnosing and understanding career anchors (what really motivates us) and establishing goals and a career development plan.

Sessions are usually face to face or by telephone and each session lasts about one hour. During the first session our clients are encouraged to identify the issues or challenges that concern them and to agree the desired results. A key concept of coaching is that if a client does the same things that they have always done, in the same way they will get the same results. Therefore, having identified the key results, the client is encouraged to change what is being done and how it is being done.

The frequency and timing of sessions is determined at the outset. A key factor is for the client to realise that each action they take moves them nearer to, or further away from the desired outcome they seek. Consequently, each session involves the client agreeing to take specific actions before their next session. These are then reviewed at the start of the next session.

Well is it for you? Don't be confused into thinking that coaching is about receiving therapy or counselling. It is not. It is a powerful way of exploring your challenges and unlocking your potential to change things and to achieve your desired results.

If you are interested in our coaching services or would like to access a coach please contact Peter Tonks at the Business Development Consultancy on 0121 465 7850

## Seven tips on... Negotiating

### Do

- prepare and ready yourself and develop options
- put yourself in the other person's shoes
- set time limits to focus the mind of both parties
- be prepared to move - be open to others views
- focus on interests at the beginning before tackling differences

- develop your BATNA (best alternative to a negotiated agreement) so that you can move away from the negotiation safely and effectively to another solution

### Don't

- state your bottom line at the beginning of the negotiation

# The NHS Leadership Qualities Framework

## 360° Feedback

Elsewhere in this newsletter attention has been drawn to the need for managers and leaders to reflect on their performance and to construct effective development plans. The NHS Leadership Qualities Framework provides an ideal vehicle to achieve both of these aims.

Originally under the umbrella of the NHS Leadership Centre the responsibility for the framework will move to the new NHS Institute when it is formally established. The framework comprises fifteen qualities arranged in three clusters namely Personal Qualities, Setting Direction and Delivering the Service.

The Framework provides the facility for the completion of an online or paper driven 360° review process with feedback

from an accredited facilitator. It also provides those with responsibility for developing managers and leaders with a set of qualities which relate specifically to the needs of the NHS and around which development programmes and interventions can be mapped.

Here at the BDC we have been approved as accredited facilitators and have used the framework successfully to provide feedback to individuals and teams in order to establish detailed development plans and also to design development interventions. The framework enables you to explore your qualities and to consider what is required to meet the leadership needs of the NHS.



If you would like to know more about how we have used the framework or are interested in 360° feedback please contact Peter Tonks at the Business Development Consultancy on 0121 465 7850.

## NHSU launches new Personal Development Review Toolkit

The NHSU has developed a new toolkit designed to support the Agenda for Change initiative. It will help managers link existing appraisal processes, Personal Development Planning and the Knowledge and Skills Framework (KSF). Clearly this is a critical issue and one that all managers will need to address. The toolkit will assist trainers and KSF leads to design processes to enable a smooth transition from existing systems to the new review system that will include a focus on the KSF framework. For some organisations this may mean a major overhaul, for others it might be about tweaking and minor adjustments in focus. The toolkit is not designed as a replacement for existing processes but rather to support activities in raising awareness and understanding of the fit between appraisal, personal development and the KSF framework.

The toolkit states:

*"The focus of the toolkit is on enabling the individual being reviewed to proactively participate in the appraisal and personal development review process and for the reviewer to plan, prepare and improve skills needed for successful reviews"*

For more information managers should contact their training managers and/or KSF leads or alternatively if organisations would like help in developing new appraisal processes and/or the training please contact Stephen Oliver or Peter Tonks at the Business Development Consultancy on 0121 465 7850. The BDC has many years experience in the field of appraisal design, delivery and training and would be happy to assist organisations in successfully implementing the Agenda for Change initiative.

## Calling all Managers

- Help Is At Hand

Recognising the increasing pressures on individuals at work and at home the Business Development Consultancy has designed a series of workshops focused on three important areas to help people understand and then deal with situations and issues that cause these pressures. The first theme is centred on the idea of improving personal effectiveness and looks at helping individuals to prioritise their goals, manage time more effectively and to work towards a more balanced life style. The second series of workshops are designed to help individuals perform in some critical areas of work that often can cause personal stress because it is important on these occasions to perform to your optimum. These workshops cover chairing and contributing effectively in meetings, speaking confidently in public and managing personal change.

The third theme is based around the vital issues of ethics, politics and political acuity in the workplace, which are ever present and indeed increasingly important themes in the NHS today. By focusing on these areas your awareness/astuteness will increase and along with it your effectiveness as a manager.

This series of themed events will improve individual confidence and social assurance. The first workshops will start in late June 2005 and run right through to March 2006.

For a full list of dates for the workshops and fuller details contact Stephen Oliver at the Business Development Consultancy on 0121 465 7850

## Certificate in Managing Health and Social Care

Congratulations to the 29 students who recently completed the above programme and have now received their certificates from the Institute of Healthcare Management. The Certificate programme is run over twelve months and provides participants with the opportunity to gain a nationally recognised management qualification. The programme comprises a mixture of workshops and open learning material. The content is tailored to the health and social care sector and incorporates four modules as follows:

- The Role of the Manager
- Managing People
- Managing Services
- Managing Information

Open programmes commence in April and September each year or alternatively we can tailor programmes to the needs of your organisation to commence any time during the year.

The next open programme commences on 29th September.

## Introductory Certificate in First Line Management

Congratulations also go to the latest cohort of students in Worcester and Birmingham who have just received their award from the Institute of Leadership and Management. The award is based on seven modules and the overall structure of the programme offers an introduction into key areas of management to include:

- Managing Self
- Managing Change
- Managing and Developing People
- Managing Information and Communication
- Managing Activities and Resources

Open programmes commence twice a year or alternatively courses can be tailored to the needs of your organisation to commence any time during the year.

The next open programme commences on 1st November.

If interested please contact the Business Development Consultancy on 0121 465 7850 for further details and a brochure

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## New Postgraduate Diploma

The Business Development Consultancy is pleased to announce the launch of a new Postgraduate Diploma in Managing Health and Social Care (MHSC) awarded by the De Montfort University Business School. The new course will be built around six modules covering the following topic areas:

- Managing Personal and Team Effectiveness**
- Managing your Enterprise**
- Managing Service Delivery**
- Managing Information**
- Managing Finance**
- Business and Service Planning**

and will commence on 20 September 2005 and conclude in December 2006. This qualification will carry 60 CAT points at level 4 (Postgraduate level) and can help participants move on to Masters programmes at De Montfort or other Universities. Assessment is through course work only and in total students will need to successfully complete seven assignments over the duration of the programme and attend a number of workshops generously spaced to enable time in between modules to complete reading and assignments. The programme is supported by open learning materials and will be tutored by experienced tutors from the BDC, senior practitioners from the Health Service and academics from well established Universities.

If interested please contact the Business Development Consultancy on 0121 465 7850 for further details and a brochure

# Report Writing

The single most important commodity that managers deal in is ideas... ideas that need to be conveyed by word of mouth, ideas that need to be represented as symbols and ideas that need to be captured and set out on paper.

The very thought of writing a report – following an investigation, providing an account of a disciplinary action, making a bid for funding or submitting a paper to the board – fill some managers with blind terror. It is in response to just such concerns and a desire to improve the standard of written communication more generally, that the Business Development Consultancy has been working closely with a number of client organisations.



The Write Stuff programme is designed around the particular requirements of client organisations and to date has been used to effect with both senior managers and practitioners. The programme helps participants in four areas:

- in understanding the context in which they have to respond to an invitation or instruction,
- planning and framing the piece of work,
- writing and editing and
- the presentation – physical and verbal – of the work.

Experience with participants' suggests that the commonest problem - after loud cries of "shortage of time" - is that report writers tend to 'plunge in' with little or no thought being given to the local context or to planning. Even less thought is given to what happens after the final period on the last page. For the average organisational author attention is focused solely upon the task of writing... the job of getting words out and down. For those with experience and skill this may be enough on most occasions, but for the novice, both the scale of the task and the anxiety grow in unison as the deadline approaches. Is this inevitable? Does it have to be this way? No.

The Write Stuff programme places the emphasis upon establishing self-control, both before and after the physical act of getting words on to paper or now, more commonly,

on to the screen. For many authors they are unclear about precise expectations, time scales, organisational or political factors which may influence what (exactly) is required, to what purpose, for which audience, how it is intended to be used and the extent to which it's content is likely to find support or otherwise. These and other factors will greatly assist the establishment of clarity and inform the prior thinking that must take place.

The would-be author now needs to plan, to develop a framework for the report that will set out a structure and a sequence for the key ideas or information the document is to contain. All too often managers and clinicians approach the writing task in the manner of a 'who done it' with them having no clear idea of what is going on and where they are going until they reach the last page. Such an approach may find favour with those who claim they "write best when under pressure" but more often than not, it results in a rambling narrative that lacks focus and requires extensive editing. Planning is central to good writing.

Having developed an appropriate plan the author now needs to start writing. Whilst this is never easy, it will be easier if the previous steps have taken place. The individual needs to establish an appropriate environment in which to write and to do the work at a time that best suits them. Some people write best in the morning, others at night, but being sandwiched in the ten minutes between two meetings is unlikely to be successful for anything other than a brief e-mail. Next to planning, editing will significantly improve the standard of almost everybody's written work. Editing needs to ensure that your work is sparse, unambiguous, stripped of clichés and grammatically sound. When you can improve it no more, ask a friend or colleague for their opinion. When neither of you can improve it any more – stop.

Presentation cannot turn bad work into good but it can make good work look even better. Care should be taken in preparing the final copy to ensure good layout, appropriate (and consistent) use of headings, the correct balance between white space and text and where appropriate, that the document is appropriately covered and bound. In some cases, authors will need to present their written work using an audio/visual presentation. As with written work, preparation is all. Most importantly understand and use any technology properly, know the work and know your audience. Such simple measures can turn terror to pleasure and risk to reward.



For further information on individual coaching or the Write Stuff programme contact Dr James J H Harrison at the Business Development Consultancy on **0121 465 7850**

## Mastering Mentoring and Coaching with Emotional Intelligence

by Patrick E. Merlevede & Denis C. Bridoux

This is an excellent book giving an important subject a new lease of life. It takes a very practical point of view and teaches the ancient art of mentoring but in a modern context that entertains as well as informs.

The book includes several useful exercises, a self assessment tool, models and strategies suitable for mentors and coaches.

It takes the reader through the process of mentoring and coaching in a way that

enables you to build upon your thoughts and the necessary skills required piece by piece. This is done in a style that is also very accessible and is a joy to read and follow. For anyone currently mentoring and coaching and for those wishing to embark upon such worthwhile activities this is a must read book.

## Leadership Development Programme

We are running a highly successful tailored Development Programme for a Consortium of PCT's. If you are interested in leadership development contact Stephen Oliver or Peter Tonks on 0121 465 7850.



### for more information

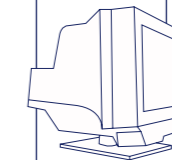
The BDC continues to help clients to develop effective recruitment strategies through policy advice, support to appointment processes and training managers in recruitment.

For further information on recruitment and selection contact Stephen Oliver or Peter Tonks on **0121 465 7850**

## WEBWATCH

The direction of travel in both policymaking and delivery in the public sector has, for some time now, promoted the use of evidence to inform policy and to shape practice. Examples are plentiful in fields as diverse as research practice and economic development. Many health care professionals, in particular, will be familiar with the policy guidance in NSFs and from NICE and with exhortations to take evidence-based decisions and to engage in evidence based practice.

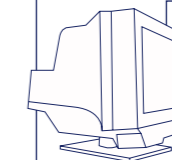
Although at one level this is clearly a sensible course of action, difficulties abound in terms of what constitutes evidence, where to find it and how to apply it. If that were not enough, more recently a debate has begun to unfold which draws attention to the limitations of such an approach. What is the thinking manager or practitioner to make of it all? The two sites below may be on some help.



[www.evidencenetwork.org/home.asp](http://www.evidencenetwork.org/home.asp)

The first is the **Evidence Network** "the ESRC UK Centre for Evidence Based Policy and Practice" located at <http://www.evidencenetwork.org/home.asp>. This site is primarily concerned with "accessing

social science research publications relevant to policy and practice". It is a rich source of information in terms of defining the nature and scope of the topic, providing ready access to academic and practitioner papers and numerous links to subject specific sites. All of the above are available to the casual visitor and additional material can be accessed on subscription. The architecture of the site is easy to understand and to navigate. All you ever wanted to know about evidence and more.



[www.st-andrews.ac.uk/~ruru/home.htm](http://www.st-andrews.ac.uk/~ruru/home.htm)

For the more adventurous **RURU** (Research Unit for Research Utilization) at the University of St Andrews <http://www.st-andrews.ac.uk/~ruru/home.htm> provides further information on the topic. This unit is led by Prof

Sandra Nutley a leading figure in the UK and co-editor of the recently published and acclaimed text *What Works?: Evidence-based Policy and Practice in Public Services*. This web site provides up to date news of developments in the field, research trends and findings and easy access to the publication output of the centre. Although this site is geared more to the needs of academics than practitioners, it has much of value to offer to anybody taking a serious interest in the topic.