



Mary Seacole Programme

Module structure and content





Programme content

1) Launch – why does leadership matter? (5 hours)

- How the Mary Seacole programme works
- Stages of personal development
- Personal values – what's important to me
- Levels of learning

2) Patients, care and context (10 hours)

- Patient experience and care stories
- Francis inquiry
- Patient leadership
- Patient safety
- Human factors

3) Myself and my role (5 hours)

- A new role – what does this mean for me?
- What is leadership – and what is management?
- Ways of thinking about leadership
- Judgement and leadership

4) Teams and success (10 hours)


- What's my team?
- Leadership responsibilities
- Team dynamics
- Story telling
- Delegation
- Goal setting
- Inclusion and difference

5) Relationships, influence and your system (10 hours)

- You as part of the system – immediate system around you
- Relationship mapping – everyone links to care
- The broader care system – how it fits together
- Understanding integrated care
- Negotiations
- Politics and political astuteness
- Influencing others

6) Impact of organisational culture (10 hours)

- Organisational culture – what we mean by it
- How culture is developed

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- Role of the leader in this
 - Links between culture and performance
 - Change management

7) Focus on performance (5 hours)

- What do we mean by performance?
- Different views of performance
- Creating the climate for performance
- What do we mean by performance management?

8) Leading for improvement (10 hours)

- Why wait for harm to happen?
- The model for improvement
- Understanding microsystems
- Concentrating on value
- Flow and lean
- From PDSA to action research
- Making improvements
- Planned change vs. emergent change
- Improvement as a social movement

9) Recruitment and selection (5 hours)

- What are good recruitment and selection practices?
- Dispelling some of the myths of recruitment and selection
- Behaviours and impact when involved in recruitment and selection
- Job analysis, methods of selection, and selection decisions
- Evidence based selection and values based recruitment
- Induction and retention

10) Appraisal (10 hours)

- The appraisal process for developing a valued and engaged workforce
- The role of the line manager in the appraisal process
- Key features of an effective appraisal meeting
- Principles and methods of providing feedback
- How goals should be determined
- How to approach a difficult appraisal conversation

11) Financial fundamentals (10 hours)

- The NHS and how it is funded
- Terms used in finance and accounting, balance sheets and more
- Fundamentals of budget setting and management
- Cost improvement programmes
- Compelling business cases



12) HR fundamentals (10 hours)

- Basic understanding of employment law
- Core requirements of managing disciplinary, grievance and sickness procedures
- Different types of dismissal case studies
- Managing short and long term sickness
- The implications of the Agenda for Change