



KNOWLEDGE & SKILLS PROGRAMME



**Practical and Powerful Management
Skills Training for Health and
Social Care Managers**

CIPFA 
ACCREDITED COURSE

 **healthcare
Alliances**

CIPFA Accreditation

All our programmes are accredited by CIPFA (Chartered Institute of Public Finance and Accountancy). There is no additional cost associated with certification.



There are four requirements for delegates seeking certification for attendance on the Knowledge and Skills Programme:

- 1 Nomination of a live leadership issue, change process or performance improvement project that you will use to apply the knowledge and skills
- 2 Declaration of an interest in certification prior to attending the first module you attend
- 3 Attendance at courses for four or more days within a 12-month period (you decide the combination of the one-day and two-day courses that you need to attend)
- 4 Submission of a 2,000 word paper / 4 page about your issue or project describing how you have used the tools and techniques to improve services

Delegates seeking certification will have access to a project advisor

Mapping Knowledge and Skills Programme to the NHS KSF

Our self assessment of the mapping of our suite of knowledge and skills programme courses and workshops to the NHS KSF levels is as follows:

	Business Cases	Powerful Presentations	Effective writing	Negotiation and Conflict	People and Relationships	Managing Projects	Time Management	Group Facilitation	Developing Teams	Influencing Change	Managing Change
Maximum level (note: will also include lower levels)											
Core Dimensions											
1 Communication	4	4	4	4	4	4	4	4	4	4	4
2 Personal and people development	4	4	4	4	4	4	4	4	4	4	4
4 Service improvement	4	4	4	4	4	4	4	4	4	4	4
5 Quality	4	4	4	4	4	4	4	4	4	4	4
6 Equality and diversity	-	4	4	4	4	4	4	4	4	4	4
Specific Dimensions: Information and knowledge											
IK1 Information processing	4	4	4	-	2	-	-	-	-	-	-
IK2 Information collection and analysis	4	4	4	-	2	3	3	-	-	-	-
IK3 Knowledge and information resources	4	3	3	-	3	3	3	-	-	-	-
Specific Dimensions: General											
G1 Learning and development	-	3	3	2	4	3	3	4	4	3	3
G2 Development and innovation	4	-	-	-	4	2	2	3	3	4	4
G3 Procurement and commissioning	4	-	-	-	-	-	-	-	-	-	-
G4 Financial management	4	-	-	-	-	-	-	-	-	-	-
G5 Services and project management	4	1	1	2	1	4	4	2	2	4	4
G6 People management	1	-	-	4	4	-	-	-	4	2	2
G7 Capacity and capability	4	-	-	2	4	4	4	4	4	4	4
G8 Public relations and marketing	3	4	4	2	4	4	4	2	1	2	2

About the Knowledge and Skills Programme

Our Knowledge and Skills Programme provides powerful and practical management skills for leaders & managers. All of the courses and workshops are designed to develop the skills of participants by the use of exercises, role play and discussion.

Modules, Workshops, Courses and Programmes

The Knowledge and Skills Programme has been designed as a full programme of modules which provide the foundation for managing and leading change.

There are 11 elements, amounting to 15 days of development:

Convincing and Professional Business Cases	2 day course
Effective Group Facilitation	1 day workshop
Effective and Persuasive Writing	2 day course
Influencing Change – from the inside	2 day course
Managing Change	1 day workshop
Managing Projects	1 day workshop
Negotiation and Handling Conflict	1 day workshop
People and Relationships (including Myers Briggs)	1 day workshop
Powerful Presentations with Confidence	2 day course
Team Based Working	1 day workshop
Time Management and the Art of Delegation	1 day workshop

Benefits of the Knowledge and Skills Programme

- Develop your leadership and managerial competencies
- Expand your working relationships
- Handle uncertainty and ambiguity
- Improve individual and team performance
- Increase personal effectiveness, self-awareness and resilience
- Enhance your presence and impact



Team Based Working www.healthcarealliances.co.uk/?Teams

This workshop is aimed at managers (general and clinical) who want to develop, nurture and support high performing teams. It is based on the principle that effective teams are made up of individuals who have different behaviours, preferences and values. It is the recognition and harnessing of those differences that is the key to effective and long lasting service delivery.

LEARNING OBJECTIVES

- Greater awareness of personal team dynamics
- Understand the factors that influence team behaviour and performance
- Plan a development programme as a catalyst for change
- The use of team diagnostic tools for role feedback and team self awareness

WORKSHOP CONTENT

- **Why teams are important:** safety, stress, morale
- **What is a team?** types, roles, models, styles
- **Diagnostic tools:** preferences, behaviours, values
- **Team cultures:** leading, following, rebelling, creating
- **Designing your team development programme**
- **8 steps to success**
- **Engaging Lone Rangers:** values grid
- **Feedback and communication:** closing the loop

Effective Group Facilitation www.healthcarealliances.co.uk/?Facilitation

Groups or teams are often so engrossed with operational issues and the "here and now" that it can be difficult for the members to be objective about how they interact and work together. That is when facilitators can play an important role. This one day workshop is designed for staff within health and social care organisations who work with others in a facilitative mode to tackle problems or issues which are developmental, cultural, new or complex.

LEARNING OBJECTIVES

- Understand the role of the facilitator
- Differentiate between facilitation, implementation and change management
- Appreciate the wide range and application of facilitation tools and techniques
- Combine different techniques that work well together
- Distinguish between "hard" and "soft" issues
- Develop approaches for handling difficult situations

WORKSHOP CONTENT

- **The role of a facilitator**
- **Agreeing the ground rules:** roles, inputs, outputs
- **Checklists:** venue, facilities, pre-information, AV
- **Workshop design:** objectives, expectations, realism
- **Finding the fit:** considering group dynamics
- **Facilitation tools:** diagnostic, strategy and planning, problem solving, process, decision making
- **Handling conflict and destructive interventions**
- **Getting feedback**

For details of dates, fees and locations see the back page of this prospectus or go to www.healthcarealliances.co.uk/?KSP

Negotiation and Handling Conflict www.healthcarealliances.co.uk/?Negotiation

Negotiation and conflict are major sources of stress and often have a major impact in the workplace. It leads to absenteeism, poor relationships, and increased staff turnover. It wastes time, energy and money. We negotiate and cope with conflict using our own preferred approach, often regardless of the situation. This one-day workshop will provide you with a range of tools and approaches to negotiate and deal with conflict.

LEARNING OBJECTIVES

- Build commitment and motivation
- Appreciate the different types of conflict
- Understand your preferences for negotiation and handling conflict
- Practice skills required for successful negotiation
- Handle problem people

WORKSHOP CONTENT

- **Effective communication:** reflective listening & assertion
- **Seeing things from other people's points of view**
- **Handling conflict**
- **Dealing with difficult and aggressive behaviour**
- **Elements of successful negotiation**

Managing Change www.healthcarealliances.co.uk/?ManageChange

Making sense of management initiatives is difficult enough when you are busy dealing with everyday issues and resolving operational issues. It can be impossible if you do not have models and paradigms to assess the initiatives. This workshop addresses that need by covering the most important ideas of modern management thinking about insights into managing change.

LEARNING OBJECTIVES

- Appreciate different change management theories
- Consider different approaches to change
- Recognise why change is often resisted
- Practice the application of change management tools and techniques
- Understand how to plan and evaluate change

WORKSHOP CONTENT

- **Resistors**
- **Complexity and open/closed systems**
- **Transition models**
- **Management fashions and fads and the 4 + 2 formula**
- **Developing your change plan**



Timings: All courses and workshops start with registration at 9.00am and finish at 4.30pm.

People and Relationships (Including Myers Briggs)

www.healthcarealliances.co.uk/?PeopleManagement

Some managers spend the majority of their time interacting with other managers, so it is important that the time is well spent. Another aspect of people management is motivating staff and dealing with difficult colleagues, which are often the most stressful aspects of a manager's job.

LEARNING OBJECTIVES

- Understand the range of theories about how the mind works
- Appreciate commonly used models of behaviour
- Use Myers-Briggs (MBTI) to test the models
- Consider other concepts such as emotional intelligence, learning styles and PAEI
- Know when it is appropriate to use the models
- Use the models to improve communication skills

WORKSHOP CONTENT

- **Background:** History, Jung, Myers and Briggs, Pinker
- **Reported and self assessment questionnaires:** reliability and validity
- **Preferences:** orientation, data, decisions, balance
- **Whole type:** temperaments, stress
- **Personal development:** impact, needs, planning

Note: the cost of this workshop includes a confidential Myers-Briggs assessment

Time Management and the Art of Delegation

www.healthcarealliances.co.uk/?TimeManagement

All of us are short of time:

- too many meetings
- too much to do
- too many interruptions

This course will help you to become more effective by making better use of your time and using appropriate delegation.

LEARNING OBJECTIVES

- Develop skills and tactics required for running and contributing to meetings
- Improve the handling and managing difficult people
- Learn to say "no"
- Use the Time Management Matrix
- Understand the steps involved in successful delegation

WORKSHOP CONTENT

This course starts with best practice for the activity that consumes most time - meetings.

We help you to use meetings to save time, share ideas, disseminate information and solve problems.

The course then provides a framework for how you can analyse your time to prioritise actions and to focus on the things that matter.

Finally, we help you to develop your skills of getting things done through people - the art of delegation.

For details of dates, fees and locations see the back page of this prospectus or go to www.healthcarealliances.co.uk/?KSP

Managing Projects www.healthcarealliances.co.uk/?Projects

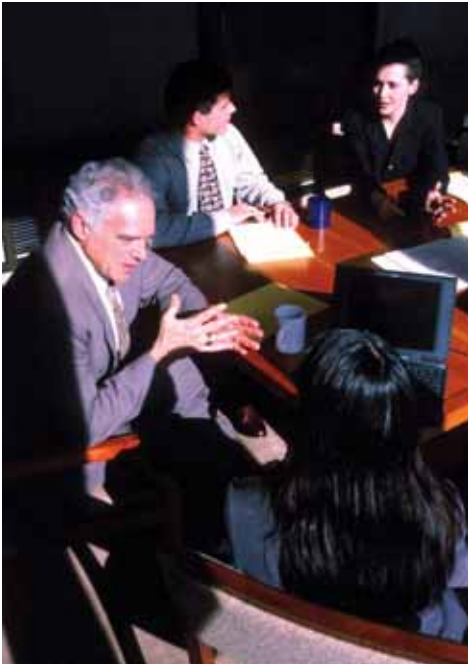
Project Management is about managing and communicating the details, schedules, people, budgets, and performance for non-routine activities. This one-day workshop is designed for delegates who want to know about the managerial processes and tools needed to succeed in delivering projects (Note: this course is not appropriate for anyone seeking formal PRINCE training).

LEARNING OBJECTIVES

- How to manage a project from first principles
- Understanding the available techniques for identifying and managing risk
- Differentiating different project types: structured/flexible and large/small
- Distinguishing tasks and processes

WORKSHOP CONTENT

- **Preparing and agreeing the specification**
- **Planning time, activities, resources and finances**
- **Identifying and developing a risk management strategy**
- **Communicating the plan**
- **Delegating actions**
- **Measuring, monitoring and reviewing project progress**
- **Project completion and close**



Timings: All courses and workshops start with registration at 9.00am and finish at 4.30pm.

Convincing & Professional Business Cases

www.healthcarealliances.co.uk/?BusinessCases

This course is our most popular. It identifies and considers the purpose and objectives of business cases and business plans, particularly how they can be used to develop services within the organisation. It is based on practical experience and is consistent with Assembly and Treasury policies and guidance.

LEARNING OBJECTIVES

- Develop successful business cases and business plans
- Appreciate the importance of a whole systems approach
- Understand the links between quantified and qualitative benefits
- Recognise the significance of probity and due process

COURSE CONTENT

- **Purpose:** business cases, business plans and strategy
- **Options and alternatives:** setting objectives, developing evaluation criteria, option appraisal and shortlisting
- **Project management:** implementation, risk management & monitoring, getting the buy-in
- **Advanced option appraisal:** quantifying benefits, stakeholder involvement, risks and contingency, sensitivity, funding and affordability, benefit realisation
- **Financial and economic assessment:** cash and value for money
- **Risk quantification and management**
- **Business justification cases (BJCs)**
- **The five case model:** strategic, economic, financial, commercial, management
- **Gateway reviews**

Effective & Persuasive Writing www.healthcarealliances.co.uk/?Writing

Writing, both informal and formal, is the most common way in which health and social care managers communicate. It is, therefore, essential that the written word is crisp, clear and concise.

LEARNING OBJECTIVES

- Appreciate the importance of writing style and structure
- Plan the structure of a report, memo and letter
- Decide how to pitch a piece of writing to appeal to its audience
- Practice editing a piece of writing to make it more effective
- Be aware of when, and how, to use graphics to enhance the message

COURSE CONTENT

- **Getting the message across:** overview, principles and experience
- **Structuring:** lists and structuring techniques; order and content
- **Letters, emails and memos:** descriptions, analysis, conclusions and signposts, topics and priorities
- **Style and readability:** purpose, tone, formality, readability and understanding
- **Difficult messages:** assumptions, delivery, choices, impact
- **Pitching it to audiences:** taking the reader with you, focus and balance
- **Writing a report:** process, planning, roles, structure, quality assurance
- **Using graphics:** types, purpose, characteristics, objectives, appropriateness

For details of dates, fees and locations see the back page of this prospectus or go to www.healthcarealliances.co.uk/?KSP

Powerful Presentations with Confidence

www.healthcarealliances.co.uk/?Presentations

This highly participative training course is designed for health and social care managers who have to present their ideas, proposals and concepts to a wide variety of internal and external audiences: departmental, directorate, board, stakeholders, staff, professional bodies, conferences and workshops. Delegates practice the skills required to make memorable and professional presentations, in a confident and relaxed style.

SMALL INFORMAL GROUP PRESENTATIONS

The first day mainly covers presentation skills in informal settings; for example, workshops and meetings. After considering the basic principles of building rapport with the audience, the course covers how to focus attention on key issues and how to develop audience participation.

LARGE FORMAL GROUP PRESENTATIONS

The second day builds on the lessons learnt on the first day to develop and practice more formal presentations to large groups. It includes a structure that can help to engage all members of the audience. Reducing nerves and dealing with hostile questions are addressed.

COURSE CONTENT

- Principles of communication
- Getting focussed
- Identifying and involving the audience
- Material, content and structure
- Communicating with many people: the Z factor
- Being on message and projecting authority
- Adrenalin, overcoming fear and controlling nerves
- Preparation and mind set
- Dealing with questions
- First impressions – impressive endings



Timings: All courses and workshops start with registration at 9.00am and finish at 4.30pm.

Influencing Change – from the Inside

www.healthcarealliances.co.uk/?InfluenceChange

This course identifies and considers the various roles expected of an internal change agent and allows participants to practice effective ways of influencing change from within the organisation. It is based on research and personal experiences which show conclusively that change is most successfully achieved through internal actions and processes.

LEARNING OBJECTIVES

- Understanding the impact of change
- Personal success in change management
- The role, responsibilities and characteristics of an effective change agent
- Identifying and developing solutions
- Scoping projects, work programmes and reporting processes
- Effective methods of building rapport and demonstrating empathy
- Increased ability to influence and motivate others
- Understanding behavioural styles and appropriate responses

COURSE CONTENT

- **Personal success:** the role of internal consultancy in health and social care
- **Responding to service and organisational needs:** project types
- **Defining the stakeholders, issues & approach:** styles & methods
- **Building rapport**
- **Communicating styles:** relating to others
- **Designing the project:** including risk assessment
- **Gaining agreement and commitment:** relationship building
- **Executing the project:** data, skills, roles, analysis, conclusions
- **Influencing & persuading strategies:** handling difficult situations



For details of dates, fees and locations see the back page of this prospectus or go to www.healthcarealliances.co.uk/?KSP

Dates, Locations, Fees and How to Book

If there is an insert with this prospectus, it will contain the dates, locations and fees for the forthcoming courses and workshops. The insert includes a booking form which you can complete and send to Healthcare Alliances (see the back cover for contact details). Alternatively, you can send the information required on the booking form in an email.

We offer web based booking, so all the details of the current courses and workshops and on-line booking facilities can be found on our web site: www.healthcarealliances.co.uk/?KSP

When a course is fully booked we often put on additional workshops and courses. Therefore, it is useful to look on our web site which will have the current dates, prices and locations.

Cancellation policy

- a full refund is available for cancellations notified in writing 14 days before the start of the course. No refunds will be made after that date and outstanding invoices have to be settled in full
- substitutes are welcome at any time
- transfers are at the discretion of Healthcare Alliances

In-house courses and workshops

All of our knowledge and skills programme courses can be run as in-house events. These can be run as standard modules or tailored to meet your local need. Details can be found on our web site:

www.healthcarealliances.co.uk/?Inhouse

Learning and Development Programmes

If you are interested in several courses, you might find it more effective to consider one of our three learning and development programmes which are based on our Knowledge and Skills Programme modules:

- Leadership Programme: for managers leading change
- Management Programme: introduction to management for recently appointed managers
- Communication Programme: for managers who want to make an impact

These are project based programmes of four days, with cohorts of up to ten like-minded participants. Their features include:

- small-group based learning
- embedded learning by adopting a project-based approach
- one-to-one mentoring and advice

Leadership Programme: www.healthcarealliances.co.uk/?Leadership

Management Programme: www.healthcarealliances.co.uk/?Management

Communication Programme: www.healthcarealliances.co.uk/?Communication

All our public programmes can be accessed on our web site:

www.healthcarealliances.co.uk/?Public

Many of the pages on our website (www.healthcarealliances.co.uk) can be accessed using short urls (i.e. webpage hyperlinks). The links for the Knowledge and Skills Programme courses are as follows:

Module

Convincing and Professional Business Cases
Effective Group Facilitation
Effective and Persuasive Writing
Influencing Change – from the inside
Managing Change
Managing Projects
Negotiation and Handling Conflict
People and Relationships (including Myers Briggs)
Powerful Presentations with Confidence
Team Based Working
Time Management and the Art of Delegation

Web shortcut

www.healthcarealliances.co.uk/?BusinessCases
www.healthcarealliances.co.uk/?Facilitation
www.healthcarealliances.co.uk/?Writing
www.healthcarealliances.co.uk/?InfluenceChange
www.healthcarealliances.co.uk/?ManageChange
www.healthcarealliances.co.uk/?Projects
www.healthcarealliances.co.uk/?Negotiation
www.healthcarealliances.co.uk/?PeopleManagement
www.healthcarealliances.co.uk/?Presentations
www.healthcarealliances.co.uk/?Teams
www.healthcarealliances.co.uk/?TimeManagement



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