

# Excellent Leadership In Practise

## ELIPSE

The following programme is a suggested outline. The number of modules and topics can be tailored to your requirements. Additional modules could include such topics as “High Performing Teams”, “Stress Management”, “Strategic Planning” etc.

### **Pre-programme**

- All participants will complete a psychometric evaluation (e.g. MBTI, DISC, Social Styles etc) that will be used during the programme to facilitate self-reflection and development.
- All participants will complete a 360 ° feedback evaluation for use during the programme.
- Each module of the programme is accredited by the CPD for 6 hours of learning per module.

### **During the programme**

- TLP will establish and administer a social media user group for all participants. Typically, this would be done on LinkedIn or WhatsApp. The user group is designed to facilitate communication between participants around the topics of the various modules and also allow them to exchange ideas and experiences as well to ask for help and guidance from their fellow participants, TLP’s trainers and coaches and sponsors (if appropriate).
- Each module will be evaluated by participants and attending sponsors using an electronic evaluation form distributed by TLP via Survey Monkey.

### **Post programme**

- At the end of the programme a summary of all individual evaluations will be provided. In addition, participants will be asked to evaluate the overall programme.
- We would recommend that each programme is accompanied by a series of follow up days to review learning and progress of the participants and to facilitate problem solving around real-life leadership challenges that the participants continue to face. We would suggest 2 follow up days per year.

### **Launch meeting – 2 days**

This initial launch meeting allows participants to come together at the start of their exciting journey into leadership development.

### **Day 1**

#### **Introductions and objectives**

Presentations by key stakeholders

Feedback on pre-programme psychometric evaluation (e.g. MBTI, DISC, Social Styles etc)

Discussion on programme projects to outline objectives and timelines

## **Day 2**

### **The Visionary Leader**

Numerous researchers (e.g. Kouzes and Posner<sup>1</sup>) have demonstrated that the most successful leaders in any organisation have a clear vision.

This module focuses on allowing participants to create or refine a personal vision that is empowering for them, their followers and their organisation. This module will also allow all participants to create a group vision for their leadership journey throughout the programme.

## **Day 3**

### **The Flexible Leader part 1**

In this module participants learn how to flex their leadership style by understanding when and how to direct, coach and delegate tasks to others. More specifically participants will learn how to flex their leadership style with individual team members based on that team members development needs in relations to specific tasks.

*\* Optional module for day 3: **Situational Leadership**<sup>®</sup>. Sponsors may select to run this day as an accredited Situational Leadership<sup>®</sup> day at an additional cost of £200/participant for the day*

## **Day 4**

### **The Flexible Leader part 2**

In this module participants learn how to flex their communication styles with different people including senior and junior colleagues and peers. Participants will learn about their own communication preferences and the communication preferences of others.

Participants will then learn how to change their communication style by using a range of words, tone and body language to engage more effectively with others.

## **Day 5**

### **The Leader as Coach**

Coaching is widely regarded as one of the most effective forms of leadership that any leader can employ. In this module participants will learn how to coach effectively using the GROW model, which is one of the most effective and widely used coaching modules in business today. In this module participants will be introduced to the results of their 360 ° feedback and use this to identify growth areas for their self-development. These areas will form the basis of the inter-module coaching session assignments.

***Inter module assignment** – participants will be placed into coaching pairs with a requirement that they coach each other around a work-related issue before attending the next module. Ideally this will be completed in person, but video calls or telephone calls can also be used. These inter module coaching sessions will continue for the remainder of the programme.*

## **Day 6**

### **The Leader in Business Case Proposals**

Being able to create and present a compelling business case is essential to leaders in any field. In this module participants will learn how to create and present a compelling business proposal to key stakeholders.

## **Day 7**

### **The Leader as Negotiator**

Negotiating is an essential business skill for today's leaders in any organisation. Whether it is a negotiation with an external supplier of a service or goods or an internal negotiation with a peer, senior or junior colleagues, being able to plan and deliver effective negotiations is critical. In this module participants will learn how to negotiate successfully with reference to the work of Roger Fisher and William Ury<sup>2</sup>, creators of the Harvard Negotiation Project and 2 of the world's leading negotiation experts.

## **Day 8**

### **The Leader as Conflict Manager**

Conflict is an inevitable part of working life. In this module participants will learn how to plan for and therefore manage conflict more efficiently. Participants will complete their own Thomas – Kilmann Conflict Management (TKI) assessment. The TKI identifies participants preferred and underused conflict management style. Working through a series of real-life examples, participants will consider where and when to use a range of conflict management styles (from avoiding to competing).

## **Day 9**

### **The Leader as Project Manager**

Managing projects is a critical skill for all managers. In this module participants will learn how to scope and plan projects, how to identify risks and plan contingencies and how to map project timelines using Gantt chart technology.

## **Day 10**

### **The Remote Leader**

This module focuses on the challenges of modern leadership, especially those challenges created by the Covid pandemic. As more and more people chose to work remotely, the role of their leaders has never been more challenging. This module explores how leaders can keep their people motivated from a distance and how to spot signs and symptoms of stress or burnout and what to do about it.

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## What our clients say about our leadership programmes

### **Rob Holmes - Country Manager Proveca**

*"Recently we asked TLP to deliver a series of masterclass sessions for our KOL's. The topic for this is Business Case Planning and the response has been fantastic. The 4 days we arranged were fully booked almost immediately! The engagement by our KOLs has been incredible and they have genuinely learned lots about a topic which the NHS does not provide much, if any, training in. The masterclasses are structured so that each participant gets to apply the theory to his or her own real-world situation and this has been a real eye opener for our doctors and pharmacists that have attended the programme. Furthermore, Tom and TLP go the extra mile by providing ongoing support after the event, via private user groups whereby all participants can share stories, ask for advice and also share their successes. This has taken many of our KAMs relationships with their key customers to a deeper level. I would recommend Tom and TLP wholeheartedly to anyone in pharma that is serious about developing their internal people and their external customers."*

### **Duncan Hill - Specialist Pharmacist in Substance Misuse NHS Lanarkshire**

*"I had the pleasure of attending a pharmacist Leadership and management programme that Tom had developed and was delivering.*

*Tom was a fantastic trainer, his style and delivery of training to a diverse group of pharmacists of differing experiences and levels was excellent. He not only delivered the training to a phenomenally high standard, he involved and engaged all the participants, bringing the group together and facilitated an excellent training course but also a new network of pharmacists on the course, and that has been sustained by the attendees after the course has finished.*

*Tom was able to flex the content to suit the audience incredibly easily and listened to the participants when other issues and support was requested. The skills Tom has taught the group will be highly useful in the future and a major part of the success for the program is due to Tom's style and approach and the techniques he has used. Tom on the training days would always have time and be willing to discuss any individual issues and provide safe, sound advice.*

*As a group we looked forward to the training sessions and the "safe" environment he created where the group could explore and discuss matters which could be sensitive and personal, but he would also be able to provide advice and direction on resolution of issues, encouraging candidates to all contribute.*

*The bespoke coaching and training Tom offered as well as his approachable style proved to be invaluable in the participant's development and enjoyment. Tom certainly got the best participation and interest from the group.*

*Since completing the course, I have had the need to seek advice from Tom on a few occasions on different topics and the advice and support provided has been excellent every time. I am definitely fortunate to have been able to attend the course with a trainer / mentor / coach like Tom and have learnt many skills and techniques that would not be offered elsewhere in the NHS. Tom has been 1 in a million with regards to the training and development support he offered the group and me."*

**Dr. Caroline Brock - Consultant in A&E and Director of Med. Ed., Royal Lancaster Trust**

*"I first met Tom as a registrar on a leadership and management programme for doctors that he was delivering a few years ago. Tom delivers his training in an energetic and engaging fashion that allows students space and time to learn. The theory is always supported by practical application and I came away from that first training programme with a head full of both knowledge and practical ideas. Since then, I have worked with Tom as a coach, particularly when he helped me to gain my consultant position and he has become a good friend. In my new position as Director of Medical Education I will definitely be bringing Tom in to deliver training to my colleagues and juniors"*

**Ruth Buchan FFRPS - Chief Executive Officer Community Pharmacy West Yorkshire**

*"Having Tom as my coach really helped me transition into my new role as CEO. Providing support and challenge, advice and signposting to tools, Tom has been key along my personal development journey. He enabled me to be brave, consider new ideas, find my feet (and confidence) - to be effective."*

**Pete Moss - Director of Sales U.K. and Ireland – Hill-Rom**

*"We had the pleasure of engaging with TLP to deliver a series of development programmes for our newly appointed team of Regional Sales Managers, feedback from the team attending the course has been excellent. Not only was training delivered beyond expectations, Tom also took time to follow up with the team individually to see if anyone was struggling to implement any of the learnings from the development days. Personally, I found the training great and also relevant to the marketplace in which we work. We will be engaging with Tom again this year as development is key for us to motivate our people, which has already proven to impact on both revenue and profitability."*

**Kay Carter - Assistant Director of Medical HR and Education - Royal Liverpool and Broadgreen University Hospitals NHS Trust.**

*"TLP has created and delivered bespoke Clinical Supervisor Training Courses which have been well received and complimented by our consultant body"*

**Deborah. Evans - Managing Director and founder of Pharmacy Complete**

*"I have worked with Tom on numerous projects over the last few years. Tom's delivery style is engaging and informal and his students always learn lots because of this. Furthermore, Tom always structures his training sessions so that there is a large practical element, allowing the theory to be turned into practice based on real life scenarios. Tom's knowledge of leadership and management models is exceptional, as his understanding of the NHS. I look forward to working with Tom again in the future."*

**Gavin Richards. EMEA Business Unit Leader and Marketing Director – Hillrom**

*“TLP has delivered numerous training and coaching programmes internally for us. We have also engaged with TLP to deliver a series of masterclasses to our target customer groups. Covering 4 different essential, non-clinical aspects of NHS work. Each Masterclass has been expertly designed and delivered. Our customers have not only enjoyed each masterclass, but they have learned so much and been able to apply their learning to their own real-life settings. As a result, our sales teams and brand teams have been able to develop amazing relationships with their key customers that have attended our masterclasses. We have many customers return for the different Masterclass topics and we now have a waiting list for attendees on forthcoming masterclasses”*

**Danielle O’Neill - Revalidation and SAS Administrator, Alder Hey Children’s Trust**

*“We have received a brilliant service here at Alder Hey. The feedback from our delegates has been 5\*. Tom is reliable, knowledgeable, friendly and approachable. I highly recommend his services as do our delegates as we are always fully booked with many on a reserve list.”*



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## **About TLP**

TLP has been helping pharmaceutical and healthcare professionals to achieve outstanding levels of performance as individuals, teams and organisations since 2008. If you, like us, are passionate about developing people, then we will work exceptionally well together, because we, like you, love to watch people develop, knowing that we have been instrumental in their development.

We use the best trainers from pharmaceutical and healthcare backgrounds to design and deliver programmes for our clients that range from 1-day workshops through to 2 year-long development programmes. Everything we do is bespoke to the needs of our clients so that we never deliver the same workshop or programme twice.

In addition to our development programmes we have a range of exceptional performance coaches who help individuals to improve at a personal level. Our one to one performance coaching programmes typically last between 6 and 12 months.

We deploy the best trainers and coaches to the client based on the client's needs. Our core team of trainers and coaches includes:

### **Tom Phillips**



Tom is an award-winning trainer, mentor and coach who also has publications in his name. Between 1990 and 2008 Tom worked alongside the NHS whilst enjoying a remarkable career in the pharmaceutical industry during which time he held senior roles in sales, marketing and training.

In 2008 Tom set up his first company, TLP Ltd, which has gone from strength to strength ever since. Originally aimed at working with the pharma industry, TLP started to do more and more work with the NHS to the point where TLP has literally

trained 1000s of doctors, pharmacists, nurses, managers and other healthcare professionals in the last several years.

As well as working with HCPs in England, Scotland, Wales and Northern Ireland, Tom regularly works with HCPs from other healthcare systems in Europe and occasionally America, Central America and the Far East.

Recognising that there is huge unmet need within the NHS, Tom has created iNHouSE to provide training and development in critical 'soft skills' areas for healthcare professionals to make them more effective in their roles within the ever-changing environment of the NHS.

### **Punit Jansari**

Punit has extensive experience in creating positive behavioural change. His passion for learning and development has enabled him to work internationally in defining, designing, delivering and evaluating training solutions in global organisations.

His experience is firmly grounded from working for a global pharmaceutical company in sales and learning & development. In 2012 he started working as a consultant with commercial, medical teams and HCPs to develop their knowledge, skills and attitude which in turn results in them achieving



their objectives and outcomes. Punit is qualified with certification in a various behavioural development tools such as Insights Discovery, TRACOM: Social Styles, Power Presenter, Genos – Emotional Intelligence & Breakthrough Influence. He is an accredited coach with certification from the Institute of Leadership and Management (ILM). Punit has an NLP Diploma & is an NLP Practitioner and Master NLP Practitioner. Punit now works with individuals, teams, departments and organisations to create sustainable change. His style is best described as practical and positive. The overarching theme is to achieve change in the right direction by combining the plan and actions as “to know and not to do, is not to know”.

**Dr. Caroline Brock - MBBS FRCEM**



Dr. Caroline “Cazz” Coapes is a consultant in emergency medicine at Morecombe Bay Teaching Hospitals Trust. In addition to the numerous qualifications Cazz possesses as a doctor, she is passionate about developing others and is currently the lead for undergraduate education, paediatric emergency medicine and ultrasound and simulation teaching within her trust. Cazz also regularly teaches on TLP’s leadership and management courses for specialist registrars.

Cazz loves being outdoors and is currently the medical officer for Coniston Mountain Rescue Team. She also recently completed a trek to the summit of Mount Kilimanjaro.

**Victoria Rutter - MPharm PGDipClinPharm FFRPS MRPharmS**

Victoria is a qualified pharmacist who currently holds several consulting roles for private companies and the NHS, including the Commonwealth Pharmacists Association for whom she is an executive director. Victoria’s passion to develop and inspire pharmacists to excel in the profession led Victoria to set up several collaborations between Singapore, the UK and Australia to develop professional development frameworks and post-graduate training programmes for pharmacists in Singapore. As an active member of the Pharmaceutical Society of Singapore, she served three terms planning the scientific programme for the annual national pharmacy congress. She is widely recognized for her involvement in the pharmacy professional development arena at a global level, both by her publications and her presentations at numerous international conferences and events. She acts as a reviewer for the International Pharmaceutical Federation’s (FIP) Pharmacy Education journal.



Full C.V.’s are available on request for all of our trainers



## References

1. The Leadership Challenge. J. Kouzes and B. Posner. 2010
2. Getting to Yes: Negotiating an agreement without giving in. Roger Fisher and William Ury. 2012



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