

NHS Institute for Innovation and Improvement

Future Focused Leadership



What our client wanted

The NHS Institute for Innovation and Improvement needed consultancy support to design and deliver a new flagship programme for NHS Executive Directors of Trusts and Primary Care Trusts in England.

What Frontline did

Frontline designed *Future Focused Leadership* to meet this need. The programme addressed three core areas: scenario planning and external scanning through horizon scanning; systems thinking and competitive analysis via strategy development; managing risk and individual capabilities by balancing uncertainty and innovation.

The programme was designed to strengthen individual capacity, embed responsibility for delivering the corporate agenda, and increase capacity to act positively in response to changing conditions. It incorporated: use of dynamic case study material; personal stretch projects linked to performance objectives; learning that is rooted in the Leadership Qualities Framework (LQFs); external input to challenge paradigms and conventional wisdom; action learning, coaching and support of change; learning networks to facilitate the sustainability of change. Five two-day modules underpinned the programme and we used the *Kirkpatrick Model* throughout the process to assess impacts of the learning.

What difference we made

Future Focused Leadership became one of the flagships of the NHS Institute, and three cohorts were taken through the programme. The evaluations showed considerable change against the LQF criteria.

What our client said

"Frontline have worked with us to deliver a high profile leadership programme for senior leaders across the NHS. The first cohort has started and responses have been so positive so far that we have already extended our contract with them for a further two years. Frontline have been able to combine expertise within our sector, a deep understanding of the policy context, competences and behavioural challenges facing senior leaders and an ability to work with us as partners in ensuring their product meets the needs of this highly demanding, time-poor audience. They recognise the importance of getting the product right first time and have invested heavily in working with us on content, delivery, methodology and organisation of the programme. I would not hesitate to recommend them as a provider."

Karen Lynas, Director of Board Level Development, NHS Institute for Innovation & Improvement