

RCM LEADERSHIP DEVELOPMENT

Something for everyone



LEADERSHIP IN MATERNITY SERVICES

Leadership need not be complex and challenging. Midwives and support workers enter the maternity profession with the fundamental skills of leaders, which need to be identified and further developed. Strong leadership will help create a strong and credible midwifery voice at the heart of decision making.

Leadership is the ability of an individual or a group of individuals to influence and guide others in an organisation. It involves being heard, asking difficult questions, making hard decisions, creating and sharing a vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals.

The RCM believes that leadership is a role for everyone rather than exclusively senior colleagues at management level. Senior leaders evolve and hone their skills throughout their careers and all maternity staff can be more effective in leading when they are supported through education, training, coaching and mentoring.

The RCM is committed to the ongoing development of midwives, support workers and students to achieve their potential as leaders. To facilitate this we have designed a programme comprising a combination of face to face workshops and online learning which will evolve to help realise maternity leadership potential for the benefit of the women we care for and the service as well as the personal and professional development of staff.

Gill Walton



ABOUT THE RCM LEADERSHIP PROGRAMME

The RCM leadership programme is a suite of workshops and online learning which will develop knowledge, skills and confidence to lead positive and effective change the maternity services, the benefit of women and personally.

The leadership programme is designed to support maternity staff at all levels, there is something for everyone, including students, maternity support workers, early career and more experienced midwives.

The workshops are designed for practitioners at different stages of their careers. RCM have made this a conscious choice, not necessarily because

experience equates to leadership expertise, but to be more practical and pragmatic, in that, if practitioners are seeking funding they are more likely to be successful if they are attending an event designed to meet their development needs. However, it also makes sense that leadership skills and expertise can be honed through career progression.

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MASTERING PERSONAL CHANGE

TARGET AUDIENCE: ALL MATERNITY STAFF – ANY LEVEL

If anything is constant in health care it is change. Practitioners frequently face new ways of working and new working environments. Depending on your personal perspective of change, it can be an exciting opportunity to embrace or feel overwhelming and stressful.

Whatever you approach to change, it is important to explore personal tactics to meet the demands of the service and how to support colleagues too.

This one day workshop provides an opportunity for individuals to check their personal awareness and understanding of the changing demands on maternity services and to equip them with the knowledge, skills and motivation to commit to the actions required to deliver the changes demanded. It seeks to maximise the contribution you can make to the women and families.

ON COMPLETION OF THE WORKSHOP, DELEGATES WILL BE ABLE TO:

- understand and accept the need for the service to change and consequently the need to be open to personal change arising from this.
- approach change in a positive and 'can-do' manner.
- let go of the past and embrace the future.
- accept that organisational change and personal transition are challenging processes that require optimism and determination in order to address them.
- engage fully in the creation of the future of their organisation.

RESOURCES

- 1 day workshop (one per year)
- Workbook
- i-learn module: Change Management

FEEDBACK FROM DELEGATES

What action will you take from today? "Approach change with a more positive attitude"; "Ability to support colleagues struggling to change"

About the day: "Interesting, well presented and should help me working in a continually changing and challenging environment"; "Really insightful into the understanding the process of change and how to manage this".

DEVELOPING PERSONAL EFFECTIVENESS

TARGET AUDIENCE: BAND 6 MIDWIVES

Band 6 midwives are the core of maternity services and this workshop is for midwives who want to improve their overall impact and effectiveness within the profession by enhancing self-awareness, self-confidence, improving personal communication skills, developing professional relationships and the ability to influence others.

The workshop will be particularly helpful to those taking on new roles and responsibilities or those who want to make changes in the way they approach their working life. The workshop explores four key topics in a practical way, encouraging participants to create a personal development plan that enables them to be more successful in their role.

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL BE ABLE TO:

- develop a better understanding of who they are and how they apply themselves to their work. **Self Awareness**
- work confidently with others and developing flexibility in communication and interpersonal skills. **Personal Engagement**
- assess the quality of the interpersonal relationships they have with others and identifying ways in which these relationships can be enhanced and strengthened. **Relationship Management**
- develop the confidence to influence others by challenging inappropriate or exclusive practices and behaviours, proposing and negotiating win-win solutions, giving constructive feedback and highlighting conflicts so that they may be addressed. **Personal Influence**

RESOURCES

- 1 day workshop (one per year)
- Workbook
- i-learn module: Leadership: an introduction: Effective communication

FEEDBACK FROM DELEGATES

What action will you take from today? "Being aware of my personality and how it impacts others"; "Change my behaviours by way of personal influence and that it is ok to be more assertive, particularly to change practice"; "I have a plan already but this has made me realise that I need more focus to meet my objectives".

About the day: "Very informative and thought affirming"; "Great, awesome and inspiring"

LEADING FOR MATERNITY IMPROVEMENT

TARGET AUDIENCE: BAND 7 MIDWIVES

The leading for maternity improvement programme is an innovative and transformational four-day development journey for Band 7 Midwives who aspire to develop and apply their leadership skills in a positive and supportive work environment.

The four-day programme, which is delivered over six months, will enable participants to gain personal insights and develop practical leadership and management skills to deploy at work. Participants will

develop their leadership skills and examine how to put women and families at the heart of what they do. The programme employs a multi-media approach, utilising a 70:20:10 approach:-



WHAT ARE THE PROGRAMME ELEMENTS?

The programme employs five layers of development that ground your learning in the reality of your service :-



The Programme will require a significant investment of time and energy.

- self-directed learning will demand up to 10 hours of your time over the six months of the programme.
- attend four face to face one-day workshops.
- engage in four-hours of coaching.
- participate in a personal project which will demand up to 20 hours of your time over the six months of the programme.

WHAT DOES THE PROGRAMME COVER?

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL HAVE INCREASED KNOWLEDGE AND UNDERSTANDING OF:



WHAT ARE THE CONDITIONS FOR REGISTRATION?

Places on the Programme are limited, and you will need to demonstrate that:

- you have the sponsorship of your Head of Midwifery to attend all four modules of the programme and a clear commitment to be released for the four study days; You have a thirst for self-development and an aspiration to become a leader within your service;
- you are committed to invest significant time in completion of the self-directed and project-based learning;
- you have identified, and agreed with your Head of Midwifery a service improvement project that you will work on throughout the programme;
- you have identified a coach/mentor from within your Trust with whom you will work throughout the programme; your coach/mentor may be a senior Midwife within your unit or an experienced leader from elsewhere within your Trust;

PROGRAMME ACCREDITATION

The programme is currently undergoing accreditation with The Institute of Leadership & Management

This programme is only available to RCM Members.

RESOURCES

- Notes pack
- i-learn modules: Study Skills; Reflection; Leadership Introduction; Mentors/coaches; strategic thinking; Developing the vision; using influence;

LABOUR WARD COORDINATORS

TARGET AUDIENCE: ASPIRING AND NEWLY APPOINTED LABOUR WARD COORDINATORS

This interactive workshop is designed for experienced midwives who are looking to step into the role of a labour ward coordinator and for coordinators who are new in post (**less than 18 months**) and looking for some guidance and strategies to being more efficient and effective in the role.

The workshop will explore aspects of influencing – to inform and challenge practice; prioritising and managing the complex environment and competing demands. Escalating concerns, developing supportive networks and strategic thinking will be addressed.

RESOURCES

- 1 day workshop
- Workbook
- i-learn modules;

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL BE ABLE TO:

- appreciate the transition to labour ward coordinator.
- engage with the right people.
- participate in powerful conversations.
- understand systems and processes – the devil's in the detail.
- stay strong.

FEEDBACK FROM DELEGATES

What action will you take from today? "Be more proactive in communicating effectively with team members to achieve objectives and outcomes required"; "to become more appropriately assertive"

About the day: "You learn and it is an eye opener to the Band 7 role. It equips you with the skills that you don't get from working in the unit"; "Very educational and informative. Excellent delivery by quality speakers that engage and encourage audience involvement".

LEADING FOR THE FUTURE

TARGET AUDIENCE: BAND 5 MIDWIVES

The first year as a newly qualified and registered midwife is an opportunity to consolidate knowledge and skills developed during training. It can be busy, exhilarating and overwhelming and may provide few chances to take stock of the role and demonstrate professional leadership.

This workshop provides band 5 midwives with the space to examine their role, appreciate their worth and begin to develop and demonstrate their leadership expertise and future role development.

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL BE ABLE TO:

- appreciate being a reflective practitioner – looking back and moving forwards.
- demonstrate confidence and competence – communicating assertively.
- appreciate leadership at all levels – the importance of leadership for safe care.
- plan for the future – developing midwifery expertise and professional roles.

RESOURCES

- Workbook
- i-learn modules Reflection, Leadership; an introduction, Preparing for your appraisal, Resilience.

About the day: This is a new workshop.

The workshop has been designed in collaboration with newly qualified midwives, addressing their particular challenges and how to plan for the future.

LEADERSHIP FOR MATERNITY SUPPORT WORKERS

TARGET AUDIENCE: MATERNITY SUPPORT WORKERS

Support workers are employed across the whole range of maternity services and play an essential role in supporting midwives and parents and caring for newborns. Support workers work with women and the wider maternity workforce and have a unique perspective on services.

Support workers valuable insight provides an opportunity to shape and enhance the care to women and babies. This interactive workshop provides an opportunity to appreciate the value of the role and develop skills and confidence in the leadership role of support workers and how they can influence care.

ON COMPLETION OF THE WORKSHOP, MATERNITY AND MIDWIFERY STAFF WILL BE ABLE TO:

- communicate effectively - with colleagues and service users.
- negotiate and influence – putting forward your perspective effectively.
- understand networks and networking – who? Where? When? Developing a personal network.
- demonstrate assertiveness – speaking up and speaking out.
- demonstrate resilience – looking after yourself and supporting others.

RESOURCES

- Workbook
- i-learn modules; Support worker modules; Care certificate, Introduction and modules 1, 2, 3, 4, 5, 6, 10&11, 14, Staying safe with social media.

About the day: This workshop has been designed in collaboration with support workers and MSW advocates – reflecting their challenges and exploring how to be the best that they can be

LABOUR WARD LEADERS

LABOUR WARD LEADERS: WORKING TOGETHER FOR SAFE CARE

This workshop will help to develop more effective multidisciplinary teams to provide the best care to women in labour.

Surveys of labour ward midwives and obstetricians have identified a lack of shared leadership development for labour ward lead roles and a frustration at not being able to have their concerns heard at strategic level to adapt and work effectively together.

This one-day interactive workshop is designed to address some of the current challenges in maternity services around leadership on delivery suite. The workshop will support labour ward leaders to work collaboratively to develop cohesive teams delivering effective and safe care.

ON COMPLETION OF THE WORKSHOP, MATERNITY AND MIDWIFERY STAFF WILL BE ABLE TO:

- appreciate the role that the unit leadership and culture has on the provision of safe care.
- appreciate the common challenges in leading and promoting safe labour ward care.
- understand that collaborative learning, working and practice can improve the environment for women, families and staff.
- develop a greater understanding of communication styles and become more effective communicators within and across professional groups.
- appreciate the similarities and differences in roles of the multidisciplinary team on labour ward.
- develop an action and implementation plan to bring about a collaborative quality improvement to the labour ward management.

RESOURCES

- 1 day workshop (commissioned 2 per year)
- Workbook

ADDITIONAL INFORMATION

The workshop is designed for multidisciplinary teams of up to 8 staff.

FEEDBACK FROM DELEGATES

What action will you take from today? "More collaborative working with team members"; "try to improve staff morale and behaviours and support of all staff";

About the day: "As a manager and a midwife I can't thank you all enough. I feel safety is now firmly placed on the agenda. We will keep it there!"

Further information on completed projects and the pilot programme evaluation can be found on the RCM website.

LEADERSHIP DEVELOPMENT CENTRE

TARGET AUDIENCE: EXPERIENCED MIDWIVES LOOKING TO DEVELOP THEIR LEADERSHIP ROLE

This is a two-day residential Development Centre designed to help midwives who aspire to become a midwifery leader, to assess their strengths and weaknesses against The Midwifery Leader's Competency Model (competency module can be found on the RCM website) in a constructive and supported, safe environment.

Participants will engage in a series of nine activities, designed to be applicable to their role within midwifery and maternity care. These cover aspects of professional and personal capabilities. Midwives will have the opportunity to work in small groups to enable networking and on their own to explore their own styles and philosophies.

Following the Development Centre each midwife will receive one to one personal feedback and coaching together with an extensive written report. Within the feedback session the midwife will have an opportunity to explore how the analysis can be used to structure their personal and professional development.

DEVELOPMENT CENTRE OBJECTIVES

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL BE ABLE TO:

- understand their own strengths and how to build on them
- identify their development needs and agree actions to enhance their personal effectiveness
- challenge their attitudes and assumptions to Midwifery and Maternity care
- develop a Personal Development Plan aimed at increasing their potential for promotion to the next professional level.

DEVELOPMENT CENTRE ELEMENTS

Participants will complete eight exercises during the two-day Development Centre with the 360 Degree Feedback being undertaken as part of the Pre-Centre activities.

**MIDWIFERY LEADER'S COMPETENCY MODEL**

MIDWIFERY STRATEGIC PROGRAMME

TARGET AUDIENCE: SENIOR MIDWIVES WHO HAVE COMPLETED THE TWO DAY DEVELOPMENT CENTRE OR EQUIVALENT

This two day residential strategic leadership workshop brings together senior midwives who have previously undertaken The RCM Leadership Development Centre programme.

It provides an opportunity to reconnect with colleagues and explore challenges and achievements over the previous 12 months, enabling and encouraging networking and sharing of expertise and experience.

Over the two days delegates will be introduced to a structured approach to strategic leadership. The workshop presents leadership theory and application to practice through case studies and work based scenarios. Working independently and as part of small groups, delegates have an opportunity to explore some common leadership challenges and consider the most effective way to showcase leadership skills in a safe environment.

ON COMPLETION OF THE WORKSHOP, MIDWIVES WILL BE ABLE TO:

- utilise pragmatic tools and focus on the strategic realities faced by maternity services on a daily basis.
- develop skills in strategic exploration and organisational influencing, sharing ideas with and learning from midwifery colleagues.
- engage in interactive workshops to enables midwives to work together to address strategic challenges.

- explore ways of thinking and working which are applied to practical activities.
- network, share ideas and expertise and develop skills and competencies in new ways of working.

FEEDBACK FROM DELEGATES

What have you learnt about yourself? "I have learnt my strengths and areas to focus on further personally and professionally in relation to senior roles within midwifery management"; "I have more leadership potential than I had previously thought".

Booking information for the Development Centre and the Strategic Programme.

These two 2 day workshops can be commissioned by individual units or across a region/country. Delegate numbers for each workshop should be between 8-12 senior or aspiring midwife leaders.

BESPOKE WORKSHOPS AND CONTINUED SUPPORT AND DEVELOPMENT

The RCM has a long history of supporting midwives continued professional and personal development and we appreciate that the needs of some individuals and maternity services are different.

The education team at the RCM are willing to listen to specific needs and can design and deliver bespoke workshops for groups of between 6 and 30 attendees.

We can talk to you about how best to meet your service development needs and to develop a cost effective plan, whether it is for an individual unit or across the region.

CAREER PLANNING

The RCM career framework is a starting point for midwives and maternity staff to explore their career pathway. Through negotiation the RCM can provide coaching and signposting to valuable resources. The career framework can be accessed via RCM i-learn.



RCM i-learn

The RCM's online learning is freely available to all members and provides access to over 130 different courses with new courses coming online throughout the year.

There is a leadership series based on the Midwifery Competence Framework as well as a module based on the Leadership Academy work.

Modules designed for support workers include aspects of leadership.



RCM i-folio

Keeping track of learning and development is easy through i-folio a free electronic portfolio where members can store certificates, useful documents, articles and reflective learning in readiness to meet revalidation requirements.

To book a place at an event visit the RCM website events pages.

For further information about workshops or to discuss bespoke events email leadershipevents@rcm.org.uk

