Becoming an Effective Strategist

At a time when greater emphasis than ever is being placed on strategy there is a need for skills in developing, articulating and implementing strategies that are robust clinically, financially and competitively.

Really Learning together with other members of the OD Partnerships Network is therefore offering a programme primarily for senior members of ODPN member organisations that allows them to become more effective strategically.

Rationale
A robust realistic strategy will be necessary for any organisation seeking to thrive in an increasingly contested environment, so effective strategy skills are needed in their own right. However the priority given to strategy as part of the diagnostic process for Foundation Trusts means that the ability to develop a strategy is also a necessary component of reputation management. The current emphasis on financial skills on the Board has prompted some to wonder whether there is a danger that the strategies developed over the next few years will be insufficiently focused on care itself, focusing instead on finance and on competition issues.

Effective strategists will develop strategies that are robust financially, and take account of competition and collaboration on a number of fronts and yet are strongly rooted in effective clinical care. Since skills in doing so both rigorously and creatively may not be fostered in a climate which values the ability to plan over that to engage and respond, there is a need for a programme that develops these skills.

The programme
Meeting for one day a month for six months participants will consider how to use different approaches to strategy in the complex political organisations of the NHS. They will be introduced to (or reminded of) three contrasting approaches to strategy and the skills that accompany them. They will explore how to use all of these in practice, in the process drawing on relevant tools and concepts from a range of different fields. They will also reflect on their own experiences and those of other participants, by engaging in a structured form of action learning; and they will investigate novel approaches being used in other organisations.

The participants
The programme is designed for people at senior levels in the organisation. We particularly welcome teams of 2 or 3 that include both clinical and managerial leaders (permutations of
strategy director, chief operating officer, medical director, director of nursing, turnaround director) and encourage this by offering a reduced fee for additional participants from the same organisation.

Further information
For further information about dates and fees or to arrange a discussion about the programme please email v.iles@reallylearning.com