

MFT Academy Development courses

Manchester University NHS
Foundation Trust





What is the MFT Academy?

The MFT Academy is designed to be the first place you visit when looking for development at MFT. We believe everyone can be a great leader and manager - supporting your development is a priority for us as everyone plays a critical role in making MFT a great place to work. Good patient outcomes depend on developing an inclusive culture of safety, high quality services, compassionate care and continuous improvement. Being a competent, confident leader and manager is key to developing this culture; that's why we've created the MFT Leadership & Management Academy - offering time effective, practical courses designed for you to take skills and knowledge back to the workplace.

Our courses are supplemented by the Management Brilliance OD Resource Portal, aimed at supervisors, team leaders and managers of all levels, it gives you access to a range of articles, videos, e-learning and information that are available for you to review and work through at your own pace, regardless of where you are at in your career.

What are the benefits of using the Academy?

It's **personal** – helping you shape your future, working around your ways and hours of working, helping you recognise your own development needs using the free online Healthcare Leadership Model tool.

It's **flexible** – ready when you are, accessed via any computer or mobile device 24/7.

It's **supporting MFT to be a great place to work** by having the latest research, management and leadership news at your fingertips.

How do I access it?

Information is on our dedicated Organisational Development pages. Courses at Management Brilliance OD Resource Portal are found on the Learning Hub.

How is it structured?

Its contains a mix of

- Targeted local and national programmes
- Regular campaigns around key themes
- Blended learning options – with a wide variety of eLearning modules and resources to enable your professional development.



Line Manager as Coach

ILM 3 Coaching Award in Effective Coaching

Manchester University NHS
Foundation Trust



1-Day Line Manager as Coach Workshop

A line manager programme developed by the Trust, in partnership with Intuition Discovery and Development. It is for line managers who are looking to develop their knowledge, skills and confidence to perform effectively as Coaches as part of their everyday management activity. It will enable Managers to have 'in the moment' conversations with staff members and colleagues.

Programme Aims

The aims of this programme are:

- To develop coaching skills as part of your normal working role, adding these skills to your management toolkit
- To develop a greater insight and learn more about your own coaching style which will significantly enhance your own personal growth – a necessary part of the learning process
- Improve your ability to give feedback and inspire and develop others, encouraging individuals to take ownership of their own development
- To access a set of tools that encourage ongoing high-performance coaching conversations
- Develop and build effective coaching habits in everyday conversations.

Who is the programme for?

The programme is designed for those in a team leader/line manager role or managing people as part of a project. Coaching skills help managers move from a transactional 'telling' style to a transformational 'questioning' style that empowers staff to take ownership of their own decisions within their role.

Programme design

The programme will consist of:

- Key principles of coaching
- Coaching fundamentals
- Effective coaching
- Observation and Review
- GROW model
- Practice in pairs
- Personal values in coaching
- Giving and Receiving feedback

This 1-day workshop will be delivered virtually using Microsoft Teams. We will bring together mixed groups of team leaders/line managers from across MFT to broaden your understanding of different professions and to enable you to build networks outside of your usual workplace.

What is the cost?

The programme has been funded by MFT, so there be no charge to your local budget.

How do I book a place?

Before booking a place, you will need to ensure this is supported by your manager.

<https://mftlearninghub.kallidus-suite.com/learn/#/course/35baeaca-a5d6-4b60-a7cc-8ea0f28e5737>



1-Day Line Manager as Coach Workshop dates – April to June 2023

April 2023	May 2023	June 2023
Tue 18 th April	Tue 2 nd May	Tues 6 th June
Wed 19 th April	Wed 3 rd May	Wed 7 th June
Tue 25 th April	Tue 9 th May	Thu 8 th June
Wed 26 th April	Thu 11 th May	Wed 14 th June
Thu 27 th April	Tue 16 th May	Wed 21 st June
	Thu 18 th May	Thu 22 nd June
	Wed 24 th May	Tue 27 th June
	Thu 25 th May	

Please Note: Further dates will be added for April –June 2023

Please book your place via the new Learning Hub –

<https://mftlearninghub.kallidus-suite.com/learn/#/course/35baeaca-a5d6-4b60-a7cc-8ea0f28e5737>

If you have any queries about this programme please email LEAD@MFT.nhs.uk



The ILM Level 3 Award in Effective Coaching is a foundation programme that will equip you with the core skills to meet standard coaching requests. The programme has been designed to be practical and will support participants to develop confidence and competence with their coaching practice. The emphasis will be on practical application skills as coaching is a practical skill, and competence in practice is what makes somebody an effective coach.

Programme Aims

Through this programme you will be given the opportunity to:

- Know what it takes to be an effective coach
- Understand the roles and responsibilities of an effective coach
- Learn the theory of a coaching model and the tools and techniques to support it
- Put your new skills into practice and carry out a supervised coaching session
- Analyse coaching performance in order to improve ability

Who is the programme for?

It is designed for those at all levels who want to develop their coaching knowledge, skills and understanding in order to enhance their ability and confidence in coaching.

Programme design

The programme will consist of:

- Pre course reading
- Virtual classroom learning
- Joining the Coach Connect Coaching Pool as a coach working towards to accreditation/qualification
- Distance learning theory and practice
- Practical coaching sessions – supervised and unsupervised
- Minimum 6 hours coaching practice with up to 2 individuals

The 2 x 1-day workshops will be delivered virtually using Microsoft Teams. We will bring together mixed groups of people across MFT to broaden your understanding of different professions and to enable you to build networks outside of your usual workplace

Assessment Requirements

The qualification is made up of three mandatory units which enable you to understand, develop and demonstrate knowledge and skills in coaching. You are required to submit three pieces of written work as follows:

- 1 — Understanding Good Practice in Coaching within an Organisational Context
- 2 — Undertaking 6 hours of Coaching within an Organisational Context
- 3 — Reflecting on Coaching Skills within an Organisational Context

Time frame and commitment

To successfully complete this programme, you are required to attend 2 x 1-day workshops, distance learning and practice sessions over a timeframe of **4-6 months**

The Total Qualification time is estimated at 97 hours (please view the video link below for more details)

Application Process

How do I apply for a place?

Before submitting your application form, please watch the short video below explaining the ILM qualification and the level of commitment required:-

[ILM Level 3 Award in Effective Coaching Information Video](#)

Other ILM opportunities

This programme is also offered at ILM Level 5 – via the MFT Apprenticeship Scheme.

For more details contact:

apprenticeships@mft.nhs.uk

ILM Level 3 Award in Effective Coaching – Virtual Classroom Dates

Cohort *	Classroom Day 1*	Classroom Day 2*
Cohort 16	Wednesday 10 th May 2023	Thursday 13 th June 2023
Cohort 17	Thursday 15 th June 2023	Tuesday 11 th July 2023
Cohort 18	Tuesday 19 th September 2023	Wednesday 18 th October 2023

Please note:

* You must be able to attend both Classroom days (1&2) for the cohort you select

Further cohort dates will be added for 2023/24

Application process- please read carefully

1. To apply for this qualification in coaching please complete this Microsoft application form [ILM Level 3 Award in Effective Coaching](#)
2. Please ensure that you have listened to the ILM Level 3 Award in Coaching Information Video and have your Line Managers approval before submitting the form.
3. Once approved you will be informed whether you have been accepted onto the programme. The OD team will advise you of available cohorts and booked you onto the next available cohort.
4. If you have any queries, please contact LEAD@MFT.nhs.uk.



Management development days

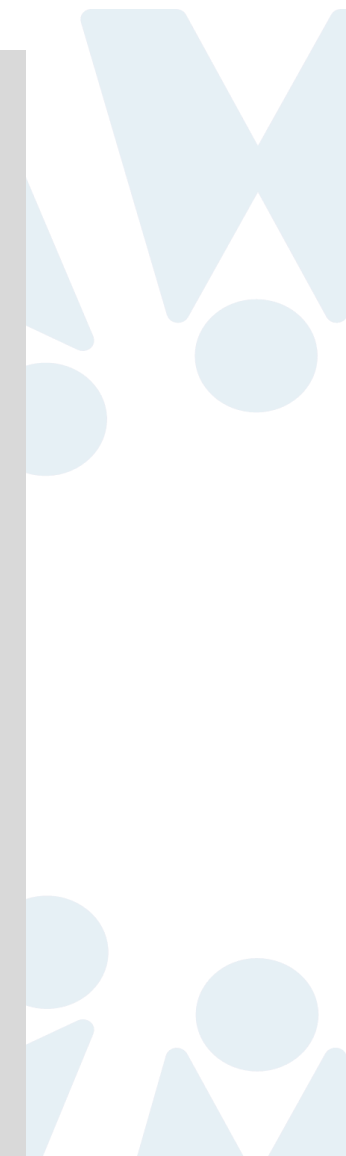
Management Excellence
Management Conversations
Team Engagement and Change

Manchester University NHS
Foundation Trust



Course Overview & Objectives

Management Excellence	Management Conversations	Team Engagement & Change
<p>This course is based around your role and responsibilities as a line manager and to support you in setting performance standards. It covers how to upskill and develop your team whilst ensuring you are looking out for their wellbeing.</p>	<p>Communication is a key skill which can improve relationships, enable you to feel confident to have a variety of different management conversations and speak up for what you want and need. Time invested in yourself and your team is proven to improve staff engagement and morale which in turn will improve performance and patient outcomes.</p>	<p>This course helps you understand what team engagement is and why it matters, it will help you recognise how to engage with your team through change to enable you to lead and implement change more effectively.</p>
<p>Course Objectives:</p> <ul style="list-style-type: none"> Clarify your role and responsibility as a line manager How to set clear goals and expectations Have an awareness of the delegation process and how to implement it effectively Discuss how to support your team around wellbeing and during conflict Discuss methods for upskilling and developing team members Discuss setting and monitoring performance standards Explore performance management scenarios and how to implement action plans to resolve these 	<p>Course Objectives:</p> <ul style="list-style-type: none"> Discuss your approach to different types of management conversations using frameworks and proven techniques Identify conversations you find challenging and explore methods of overcoming barriers to these Consider the process and language you will use for each style of conversation Use reflection time to practice techniques throughout the day 	<p>Course Objectives:</p> <ul style="list-style-type: none"> Describe what team engagement is and why it matters Identify your 'real' teams Develop an understanding of how structure and process within teams enables transformation Describe the stages of engaging your teams through change Apply tools and techniques to enable you to implement change more effectively Take ownership of the human aspects of team engagement during change



Management Excellence

16th March 2023

12th April 2023

11th May 2023

6th June 2023

This course is based around your role and responsibilities as a line manager and to support you in setting performance standards. It covers how to upskill and develop your team whilst ensuring you are looking out for their wellbeing.

Management Conversations

1st March 2023

6th April 2023

3rd May 2023

22nd June 2023

Communication is a key skill which can improve relationships, enable you to feel confident to have a variety of different management conversations and speak up for what you want and need. Time invested in yourself and your team is proven to improve staff engagement and morale which in turn will improve performance and patient outcomes.

Team Engagement & Change

21st March 2023

24th April 2023

22nd May 2023

28th June 2023

This course helps you understand what team engagement is and why it matters, it will help you recognise how to engage with your team through change to enable you to lead and implement change more effectively.

- Would you like to learn more about core management skills?
- Improve patient outcomes and your service by being a great manager?
- Shape your future and support MFT to be a great place to work?

If so, then speak to your local HR teams to find out more about our Management Development Days. [HR Service contacts](#)



Considerations for nominations

Line Managers who are:

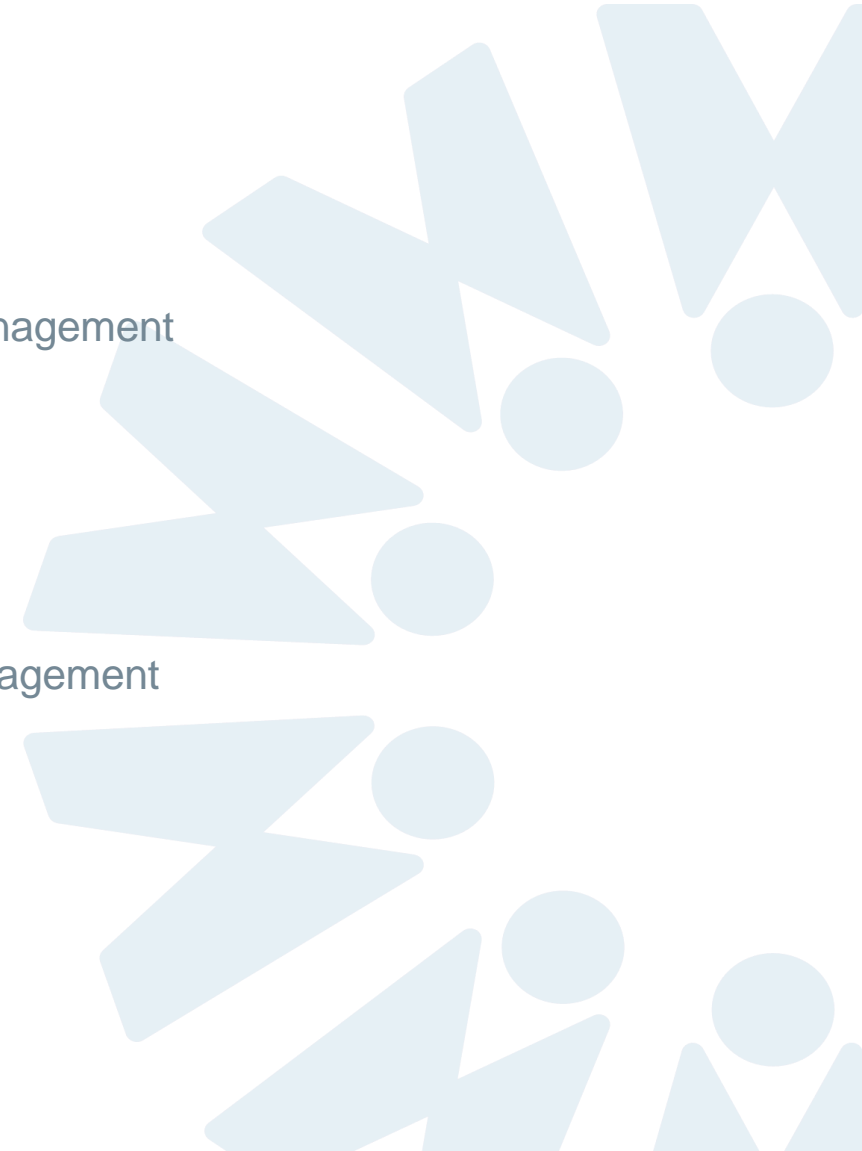
New into a management role

Been in a management role for some time but not had any formal management development

Managers seeking to refresh existing management skills

Managers who need support with essential soft skills and change management

Managers that have recently joined MFT



Core Skills development

Effective Appraisals
Management Essentials
MFT Civility

Manchester University NHS
Foundation Trust



Effective Appraisals

Whether you are the appraiser or being appraised, we will take you through how to use the Appraisal toolkit, focus on the skills you will need and outline your responsibilities both as an appraiser or appraisee.

Course Content:

What is an Appraisal?

Why are they important?

Preparing for an appraisal, both as the appraiser and appraisee

Best practice for during the appraisal conversation

Follow up after the meeting

26th April 2023

9th May 2023

25th May 2023

Management Essentials

This course is designed to empower you to manage your team according to best practice and fully understand the expectations from MFT of being a manager.

Course Content:

Planning and Prioritising:
how this links to strategic priorities and purpose, explore the Eisenhower tool for prioritising

Setting Direction:
discussing expectations, both yours and what does the team expect from you. Roles and Responsibilities. Delegation

Supporting Your Team:
what does this mean to you? Conflict versus Constructive debate

Developing People:
Motivation, Maslows Hierarchy of Needs. Effective feedback

Monitoring and Reviewing - Engage, Monitor, Review

10th May 2023

12th June 2023

MFT Civility

MFT Civility provides an opportunity for all staff to understand what civil and uncivil interaction might look like and how to navigate those situations particularly how to respond effectively when they encounter incivility.

Course Content:

Explore definitions of incivility and civility,

What triggers incivility and how incivility can impact our workplaces and individuals.

Explore how we can address workplace incivility and build civility into our teams and finally consider examples of how we can support and drive civility across the organisation.

2nd May 2023

18th May 2023

1st June 2023

29th June 2023

All these courses are available to book on

<https://mftlearninghub.kallidus-suite.com>

MFT Civility



Choose to be civil: "Together We Can"

MFT Civility provides an opportunity for all staff to understand what civil and uncivil interaction might look like and how to navigate those situations particularly how to respond effectively when they encounter incivility.

The workshop is open to all staff at all levels to register on the Learning Hub and it is offered via Microsoft Teams.

Available to book on <https://mftlearninghub.kallidus-suite.com>

Line Manager Assist

Manchester University NHS
Foundation Trust



Line Manager Assist Team Development Learning Circles

This is a team development programme for Managers, developed by the Trust, in partnership with Delve OD. This consists of four, 2-hour learning circle sessions, for managers who need support with managing their team. It is not a traditional leadership development programme. This focuses on team development; empowering managers to build effective teams, through coaching, reflection and learning from peers.

Programme Aims

The aims of this programme are:

- To explore your role as a leader of a team; defining your team's purpose, creating an environment of high challenge and high support and taking an action centred approach to use your time effectively.
- To develop your team to have a healthy and constructive approach to conflict and debate; recognising your own approach and how it impacts the team, building trust and giving effective feedback.
- To explore how to manage a team during change; exploring how people react to change differently, building your resilience to lead through frequent change and identifying how best to communicate effectively through change.
- To develop skills to lead your own learning circles and action learning; both within your cohort and with your wider team.

Who is the programme for?

The programme is designed for those who are managing a team, ideally teams of teams. This is so that they can promote best practice within their areas, using the approaches learnt from the programme.

Attendees could be experienced team managers facing new challenges, or new to managing teams at this level and needing guidance.

Programme design

The programme will consist of:

- 4x, mandatory, 2-hour facilitated learning circles (led by Delve OD)
 - Pre-session reading will be sent before each learning circle, which will need to be reviewed and reflected on to engage in discussions
 - Each learning circle will focus on the topics listed in the pre-session reading, with attendees sharing their experiences and reflections to promote learning through coaching conversations
 - Session 4 will provide insights in how to lead learning circles, so that attendees can lead these themselves following the facilitated circles led by Delve OD
 - **Attendees must attend all 4 sessions**

Each cohort will also be asked to lead 3x learning circles of their own, continuing their development and sharing their learning as they develop their individual teams.

Attendees are encouraged to lead this development with their own areas, promoting best practice and developing their wider teams and services.

What is the cost?

The programme has been funded by MFT, so there be no charge to your local budget.

How do I book a place?

Before booking a place, staff will need to ensure this is supported by their manager. Dates and times for each cohort are on the next page of this document

Please ask any attendees to complete this form:

<https://forms.office.com/e/LQ1dqmiMaM>



Line Manager Assist

Team Development Learning Circles – Cohort Dates and Times

Cohort	Session	Dates	Time
1	1	April 19 th 2023	09:30-11:30
	2	May 4 th 2023	09:30-11:30
	3	May 25 th 2023	09:30-11:30
	4	June 15 th 2023	09:30-11:30
2	1	April 19 th 2023	14:00-16:00
	2	May 4 th 2023	14:00-16:00
	3	May 25 th 2023	14:00-16:00
	4	June 15 th 2023	14:00-16:00
3	1	May 10 th 2023	09:30-11:30
	2	May 31 st 2023	09:30-11:30
	3	June 21 st 2023	09:30-11:30
	4	July 5 th 2023	09:30-11:30
4	1	May 10 th 2023	14:00-16:00
	2	May 31 st 2023	14:00-16:00
	3	June 21 st 2023	14:00-16:00
	4	July 5 th 2023	14:00-16:00

How do I book a place?

Before booking a place, staff will need to ensure this is supported by their manager.

Please ask any attendees to complete this form:

<https://forms.office.com/e/LQ1dqmiMaM>



Considerations for nominations

Line Managers who are:

Managing a challenging team

Wanting to learn tools and techniques to support their team themselves rather than have a more formal OD intervention at a Team level

Likely to be successful with the aid of tools and techniques

Available for all 4 sessions

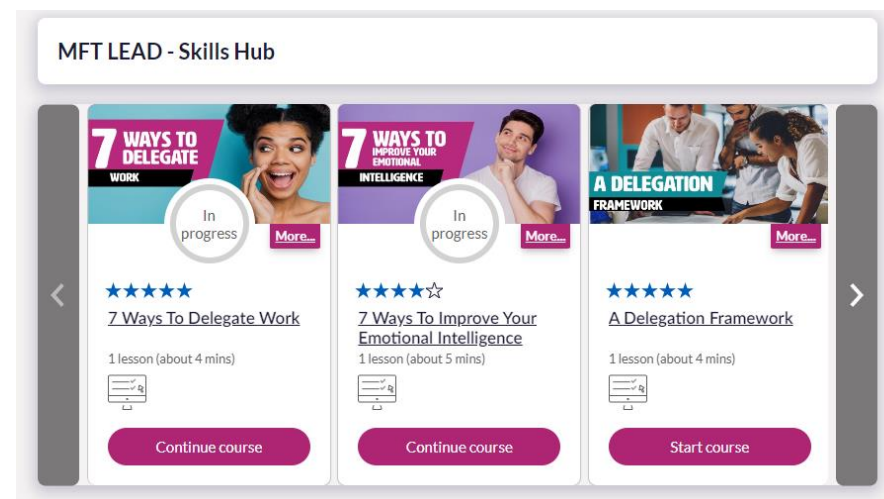
Likely to value a peer support and learning circle type approach.





We are excited to share with you the launch of our new MFT Academy, LEAD offer in partnership with Skills Hub. The LEAD Skills Hub is a new e-learning resource that is open to everyone at a time that suits you. It consists of over 200 online courses and hundreds of infographics, audio files, documents and more to support everyone in their learning and development here at MFT. The LEAD Skills Hub will now be a permanent feature on our Learning Hub and will complement our existing MFT courses and resources.

To find Skills Hub – please log in to the new Learning Hub and search under **All courses**, then scroll down and look for MFT LEAD – Skills Hub



Healthcare Leadership Model - 360 Degree Feedback – 360-degree feedback is a powerful tool to help individuals identify where their leadership strengths and development needs lie regardless of job role. The process includes getting confidential feedback from line managers, peers and direct reports (if applicable). As a result, it gives an individual an insight into other people’s perceptions of their leadership abilities and behaviour.

[360 degree feedback tool – Leadership Academy](#)

NHS Leadership Academy programmes – to help you grow as a leader at all levels. NHS Leadership Academy programmes are designed to help everyone in the NHS discover their full leadership potential and achieve the highest standards in health and care.

<https://www.leadershipacademy.nhs.uk/programmes/>

Edward Jenner - get ready for your first leadership or management role. The Edward Jenner programme will build your foundation-level leadership skills.

Mary Seacole - Designed for those in their first formal leadership role it empowers people to turn their success into high performing team success and to champion compassionate patient care

Rosalind Franklin - For mid-level leaders aspiring to lead large and complex programmes, departments, services or systems.

Elizabeth Garret Anderson - For middle to senior leaders, this programme will help you challenge the status quo, drive lasting change and prepare for senior roles.

Nye Bevan - If you’re a senior leader who wants to move into a board role, the Nye Bevan programme will help you develop the skills attitudes and behaviours you need to succeed.

Stepping up Programme - Stepping Up is a 5-month leadership development programme for aspiring Black, Asian and minority ethnic (BAME) colleagues who work within healthcare (the NHS or an organisation providing NHS care). The programme is designed to bridge the gap between where applicants are and where they need to be, to progress into more senior roles. Successful applicants will be empowered to drive forward the inclusion agenda and develop their skills and abilities in order to grow and progress.

Ready Now - Ready Now supports senior BAME leaders to move into board level positions and significantly more senior roles.

Virtual Leadership Events (various) - <https://www.nwacademy.nhs.uk/whats-on>

MFT

E3 Ring - Fenced Secondments scheme - The E3 Ring-Fenced Secondments Scheme is a part of the Removing the Barriers programme which aims to increase the ethnic diversity of the Trust’s leadership at band 8a and above. The E3 Ring-Fenced Secondments Scheme contributes to this aim by providing BAME staff the opportunity to gain experience, exposure and education, through ring-fenced secondment opportunities.

<https://extranet.mft.nhs.uk/content/corporate-services/human-resources/services-equality/diversity-matters-strategy-objectives/removing-the-barriers-programme/E3-Ring-Fenced-Secondments>