

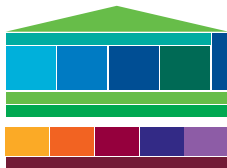
The Productive Leader

Releasing time to lead™

Start-up Guide for participants

Version 2

This guide is for programme participants as well as facilitators,
project managers and executive sponsors



About The Productive Leader

Your organisation has decided to look at how The Productive Leader programme can support you and your team to be more productive in the way that you work and instil a culture of improvement.

The Productive Leader is a systematic, evidence-based programme. It is both transformational and transactional; as much about behavioural change, as it is about looking at the processes you have in place to do our day-to-day work. By adopting and embedding best practice in how you and your team manage your workload, run meetings and deal with emails, you can learn how to make the most of your time.

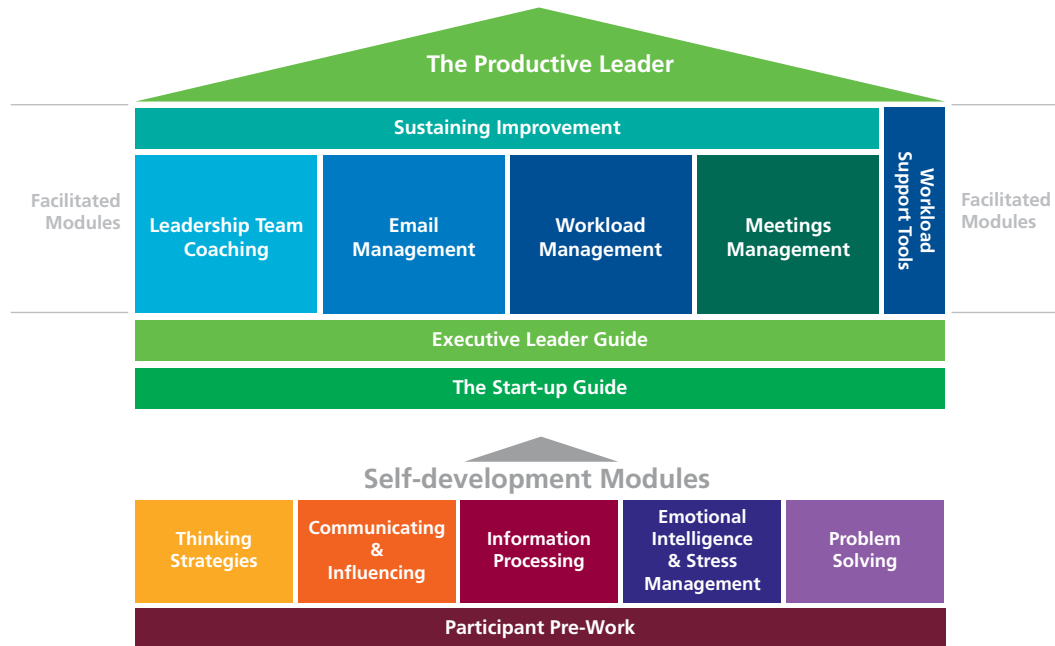
The Productive Leader is part of the NHS Institute's Productive Series. Based on lean principles, the Series resonates with staff as it empowers you to drive improvements.

This booklet is designed to help participants understand the content and opportunities of Productive Leader, as well as explaining what you as a programme participant might expect as you get started.

'It provides a framework for opening a frank and honest dialogue within the organisation... ideas are not born in a vacuum. The dialogue about how we do things and why has led to all kinds of productive gains.'

Ruth Colville, Quality Manager Productive Leader Facilitator, Northern Lincolnshire and Goole Hospitals NHS Foundation Trust (NLAG)

This is The Productive Leader 'house' – it provides an overview of the programme. Implementing all the elements from the house will enable you to realise the full improvement potential of The Productive Leader.



You can find more detail on the programme content and structure on The Productive Leader website.
www.institute.nhs.uk/productiveleader

What makes The Productive Leader so different?



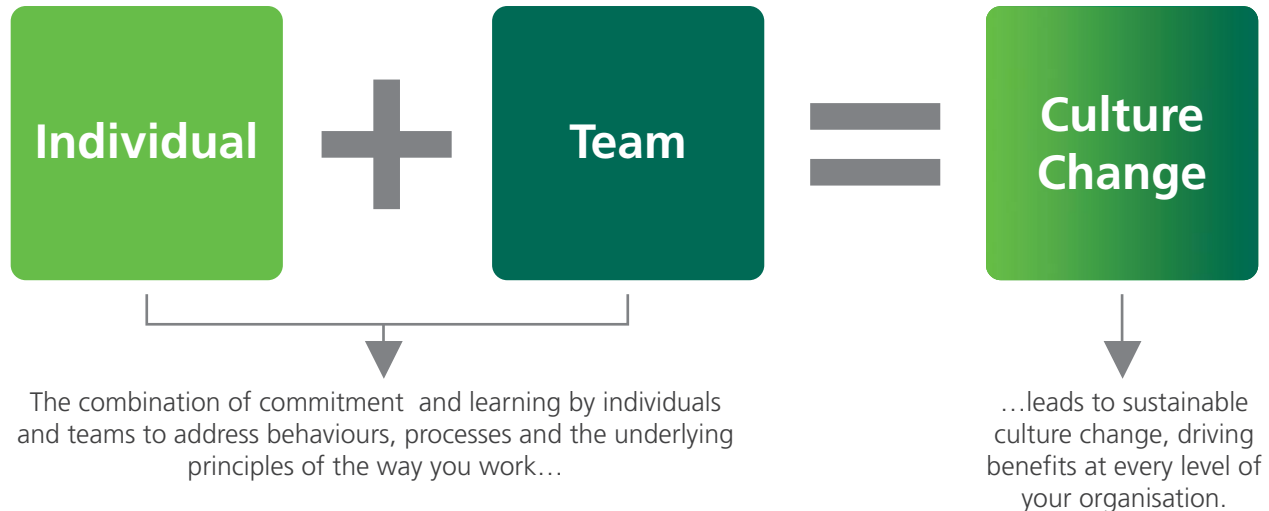
'For me, personally, it has become a way of life. I shall continue to be an advocate for The Productive Leader as I know it works.'

Lynn Lee, Senior Project Officer

Organisational Readiness, NHS Revalidation Support Team [Productive Leader Project Manager, South Central SHA]

The Productive Leader Programme is transactional and transformational

You might perceive The Productive Leader to be purely about process change at first glance, however when it is used as a facilitated programme, it is a real tool for behaviour and culture change and transformation.



The opportunity

Every organisation is unique. From the mix of services it provides, to the population it serves and the people who work there. The Productive Leader is designed with this in mind; there are many ways to deliver this programme to meet the needs of your local context. The approach your organisation chooses may place more emphasis on the transactional or transformational elements.

The programme materials have been successfully adapted to be used in a range of ways:



'Everybody has something they can get out of this programme.'

Quality Manager, Medical Director's Office

Whichever approach your organisation chooses, the programme enables teams to come together to:

- measure and review current performance
- reflect on individual and team working styles and behaviours
- discover and consider a range of positive and effective working practices
- identify and commit to improvements
- test, review and adapt best practice to suit your local environment.

The modules encourage you to consider the working styles and behaviours you value in others. You may get great benefit from the conversations that take place with colleagues over the course of the programme.

The Productive Leader can help you and your team to release the time to reinvest in value-adding activities and enable you to make the decisions that really matter.



A step-by-step approach to starting The Productive Leader

If your organisation is running The Productive Leader as a facilitated programme, this is what you will do:

What to do first

Pre-work - collect baseline and personal effectiveness data to show current performance; complete the Honey and Mumford learning styles questionnaire.

What to do next

Leadership Team Coaching

Email Management

Workload Management & Tools

Meetings Management

Sustaining Improvement

- Participate in facilitated sessions
- Access the self-development modules
- Model and test changes and sustain improvements

Ongoing behaviour and culture change through spreading and sustaining

Other approaches will draw on this outline and your implementation team will tailor the steps to meet local needs.

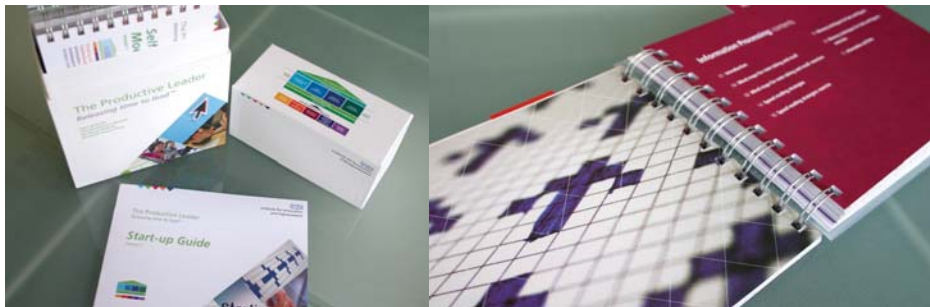
What can you expect as a participant?

As a participant, you can expect to:

- attend and participate in The Productive Leader sessions
- reflect on your behaviours and those of your team
- challenge inherited ways of working
- select and adapt best practice
- discuss and agree improvement plans
- support and promote Productive Leader principles and good practice.

You may also be asked to:

- work through the self-development modules
- complete some baseline data collection
- contribute to the communication and spread of Productive Leader principles across the organisation.



Measuring success during The Productive Leader

How will you know whether changes you have introduced have resulted in improvements?

This question is central to any service improvement programme and is equally valid for The Productive Leader. We expect our clinical teams to collect baseline data, introduce changes and measure impact as a way of demonstrating that improvements to patient services have been made and sustained.

For the same reason, as participants in The Productive Leader you will collect a range of baseline and impact data to:

- provide a snapshot of current performance
- inform improvement aims and measures during the course of the facilitated sessions
- provide a basis upon which improvement can be measured
- direct your thinking towards potential areas for ongoing development.



'We are asking our clinical teams to be more productive. We should be demonstrating this as well.'

Kath Evans, Service Development Manager, Kirklees Community Healthcare Services

Return on Investment

Have you ever thought about the real cost of people's time when meetings start late or overrun? How much time would be released across the whole organisation if every person spent 10 minutes less processing emails?

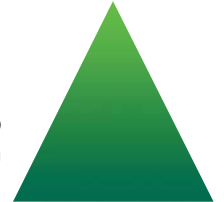


You will have the opportunity to reduce:

- time spent in meetings – keeping to start and finish times, reducing duration, eliminating irrelevant meetings and time travelling
- time spent processing and re-working emails
- costs of travel attending meetings and producing papers



Through participation in the programme, you have the potential to release time to add value to your organisation



The Productive Leader will help you to look at time, cost and quality to help you improve personal and team productivity.

'Everyone had a sense that we were attending a lot of meetings. Quantifying it was eye-opening, opened the debate and in fact became a call to action for a serious rethink...'

Kirsty Edmondson-Jones, Deputy Director of Facilities, NLAG



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