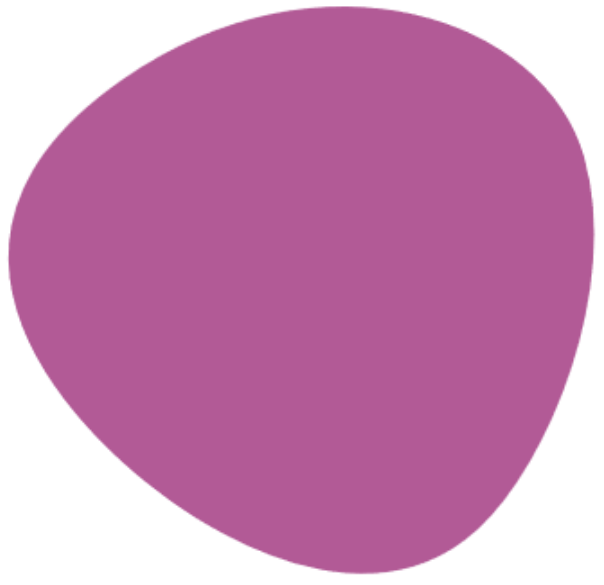




Leading Sheffield

Meet_Think_Lead



Overview of Leading Sheffield

Leading Sheffield is a leadership development experience that offers some tools and techniques for adapting to and applying system leadership. Leading Sheffield gives the opportunity to work with colleagues from other organisations through addressing a specific challenge affecting the people in their community. These challenges develop relationships and agree ways of working across the partners of the HCP and other relevant organisations e.g. policing and education.

The focus of Leading Sheffield is on how participants work with colleagues to explore how they can enact change in an ambiguous, complex, continually changing environment to **Meet_Think_Lead** together. Whilst this is challenging, it gives a great insight into working and influencing across a system.

A word cloud of insights from Leading Sheffield Cohort 1 participants. The text is arranged in a roughly circular pattern with various colors. The words and phrases include:

- Decision influencer
- Confidence
- Challenging relationships
- Reflection
- Be less process focussed
- Understanding how I fit in the whole of Sheffield & how I can influence
- Patient and public involvement
- Forget organisational barriers
- Challenging systems
- What matters to me
- Active listening
- Collaborative leadership
- Cultural understanding
- Be bold about networking
- Influencing relationships
- Everyone's opinion is valuable
- Understanding where others are coming from makes a big difference in communicating

Insights taken from Leading Sheffield Cohort 1 participants

A word cloud of insights from Leading Sheffield Cohort 2 participants. The text is arranged in a roughly circular pattern with various colors. The words and phrases include:

- Link with the voluntary sector
- Confidence to ask questions across organisations
- Communication across organisations
- Importance of building trust
- Developing networks
- Working across the health and care system to address health challenges
- Recognition of how own behaviours can influence others
- Patient and public involvement
- Overview of the health and care system

Insights taken from Leading Sheffield Cohort 2 participants

Three aims of Leading Sheffield



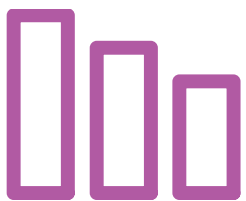
DISRUPTION OF LEADERSHIP THINKING

To 'disrupt leadership thinking' is to facilitate the disruption in the thinking of Sheffield's leaders to propagate and nurture different approaches to learning.



OPEN UP OUR DOORS AND SHARE THE CHALLENGE

To ensure wider collaborative working, we need to get to know each other, understand the challenges we all face and appreciate the value that everyone brings.



EMPOWER LEADERS AT ALL LEVELS

To 'empower leaders at all levels' we introduce a wide range of analytical tools and techniques to embed service improvement, staff engagement and organisational design approaches.

Challenge Groups in Leading Sheffield

Each Leading Sheffield cohort is split into Challenge Groups containing 8-10 participants from across Sheffield's Health and Social Care system. The aims of the Challenge Groups are to:

- Develop system leadership capability through practical experience
- Raise shared awareness of the role and valuable contribution of all organisations involved in health and social care
- Develop relationships between different teams operating in the same geographical areas
- Create transformational change in working practices in neighbourhoods to impact positively on patient/service user experience
- Change behaviours and working practices and maximise all opportunities for preventing the prevalence of identified health conditions.

Each Challenge Group is specifically asked to identify a health challenge that is important to their Primary Care Network (PCN). Considering their chosen health challenge, participants are asked to address the following:

How will you, as a group, agree to work differently together, and influence others in the neighbourhood (or more widely) to work differently to:

- 1. Improve patient/service user support, experience and outcomes*
- 2. Reduce the prevalence of this health condition in this PCN?*

Each Challenge Group is allocated a Coach from a previous Leading Sheffield cohort, who will work with all members to ensure that there is regular reflection around system leadership throughout the process.

IMPACT FROM LEADING SHEFFIELD COHORT 2

Here we display some quotes from Leading Sheffield participants. These were collected through a focus group six months after completing the programme.



DISRUPTION OF LEADERSHIP THINKING

"I've really taken a step back. I've learned about coaching, about listening to other people's perspectives, working a lot with predominantly Social Services and Sheffield Teaching Hospitals and trying to break down some of those barriers. I've found that I'm really making an effort to network with the voluntary sector and it's working"

"Within social care I've been doing conscious things to help connect the system together, which has been really valuable and I can feel it benefitting the system, which has helped motivate me as well"

IMPACT FROM LEADING SHEFFIELD COHORT 1

Here we display some quotes from Leading Sheffield participants. These were collected through a focus group six months after completing the programme.



DISRUPTION OF LEADERSHIP THINKING

"Learned how to work alongside others and hear people well"

"Understanding that people [often] come from an organisational perspective, and to help them understand that we're not being critical of them or their organisations, that we're trying to do the right thing and to do the right thing we need to change some things"

"I'd like to think that I've coming away from that (silo working) and will keep wanting to work with people and encourage other people to do that as well"



OPEN UP OUR DOORS AND SHARE THE CHALLENGE

"I didn't understand the role of the advocacy service or the voluntary sector, and we're using them a lot more now. We're trying to utilise them for signposting patients, relatives and families towards the right person"

"Having the confidence to come across something and share that information with people with a vested interest, not just people who you share with because you are sent it to share"



OPEN UP OUR DOORS AND SHARE THE CHALLENGE

"Instead of me feeling that I've got to come to some solution, I've got to find the answer, it's given me the confidence to step sideways, asking others 'What do you think the answer is?'"

"It's about the process, not about the outcome. It's about how we get people from different areas to collectively look at a problem and work together in a different way to find ways round it"



EMPOWER LEADERS AT ALL LEVELS

"It's about giving you the confidence to walk into a room with a load of strangers, not knowing whether you've got the skills to contribute, but actually listening and thinking, 'I've got loads I can contribute here. Don't worry about it.' There'll always be something you're able to contribute, no matter what. And it just gave me more confidence in thinking 'I've got loads of skills. They're just not clinical skills.'"

"Empowering colleagues at different levels to take part in Leading Sheffield"



EMPOWER LEADERS AT ALL LEVELS

"I have taken a lot of value from the work on coaching and the wicked problems approach; when playing to people's strengths in a team it eases the responsibility on you, and it empowers the team"

"Understanding that I have a role to play, which is just as important as other people's. I don't always feel like that, I tend to think, 'Oh, I'm just a physio. but actually my role is just as important as a commissioner"

Read more about the impact of Leading Sheffield [here](#).

Further information

If you would like further information on the Leading Sheffield programme please visit the following webpage: **[Leading Sheffield - Sheffield Health and Care Partnership \(sheffieldhcp.org.uk\)](https://sheffieldhcp.org.uk)**

Or contact us by email at: **sth.hcp-sheffield@nhs.net**

The Sheffield Health and Care Partnership (HCP) is an alliance of health and social care organisations that work together to deliver care.

The Sheffield HCP was founded in 2017 and brings together seven partners in the city to focus on issues that can only be addressed together, to bring about major changes in the way services are planned and delivered.

The seven formal HCP Partners include:

- **[Sheffield Children's NHS Foundation Trust](#)**
- **[Sheffield City Council](#)**
- **[NHS Sheffield Clinical Commissioning Group](#)**
- **[Sheffield Health and Social Care NHS Foundation Trust](#)**
- **[Primary Care Sheffield Ltd](#)**
- **[Sheffield Teaching Hospitals NHS Foundation Trust](#)**
- **[Voluntary Action Sheffield](#)**