



# ROYAL COLLEGE OF PHYSICIANS OF IRELAND

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## Leadership Skills

12<sup>th</sup> – 16<sup>th</sup> April 2010

10<sup>th</sup> – 14<sup>th</sup> May 2010

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### For Whom

The RCPI in conjunction with The Irish Management Institute (IMI) has developed a customized management course suitable for medical professionals. Places are limited and priority will be given to those close to completion of Higher Specialist Training (HST), who are have not yet completed a management course. This programme would also be suitable for Locum or new consultants who have not yet completed a management course.

### Learning Objectives

The practice of medicine is entering a new era with fresh challenges and demands being placed on doctors operating at a senior level. In particular, practice has altered to reflect that doctors are expected to play a far greater role in managing and securing health resources. These skills and enhanced competencies required to deliver effective leadership of the Irish Health system extend beyond the conventional training and education programmes traditionally offered. Specifically, the College recognises the need for doctors in training and beyond to acquire life-long written and verbal communication skills, which enable them to communicate successfully with peers, patients and families throughout their medical careers, and which will facilitate the development of governance structures within health care. For doctors to contribute to future health reforms in a dynamic and positive way, they will require a greater understanding of the principles of personal awareness, negotiation and team working and project planning.

**The programme is based on a number of key organising themes that are key to the leadership role of registrars. The themes are:**

- Becoming a Leader in the Health Service
- Managing Self in a pressurised environment
- Managing Relationships in a medical context
- Managing the work of medical and other teams

### Programme Outcomes

- You will get explicit feedback on how others see you by taking part in a thorough appraisal of your personal style and behaviour
- You will gain a clear picture of your personal strengths and development needs.
- You will improve your ability to give and receive constructive feedback
- You will understand the connection between your individual impact and effectiveness and that of your workgroup and organisation
- You will learn how to lead through change
- You will develop a personal plan and set specific goals for your leadership development



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## Benefits

- Strategic development: Participants will gain essential personal and organizational competencies which enable them to achieve their potential within the Irish Health Care System
- Competitive Edge: This course will give a competitive edge to participants through intensive preparation for the multi-functional role of consultant.
- Creativity and Innovation: The programme will stimulate creativity and innovation in current and next role.
- Self –Awareness: Enhanced self-awareness will enable participants to develop a broader perspective on the development and delivery of health services.
- Project Planning: Learn how to use the techniques of business and project planning to introduce new services into the health care system.

## Special Feature

For those who wish to avail of the integrated coaching available from the IMI, an executive coach can be offered to support ongoing development or to assist participants with specific development needs identified during the programme. Personal coaching is additional to the basic course fee and should be booked in advance.

This session will use the information contained in the personal profile questionnaire as a basis for discussion although trainees may wish to focus on specific areas for development. Cost of a one hour coaching session is €300 and a two-hour session is €500.

## Course Content

### Day one: The leadership role of the doctor

This day will explore issues related to leadership and introduce key findings from international research on leadership.

- Research findings on leadership development
- Situational leadership: A contingency approach
- Leadership Styles: A range of approaches to leading a team and assessment of your individual style
- Building effective teams
- Skills practice and feedback

### Day two: Managing Key Relationships

The leader must have good interpersonal skills to be effective in the role. The day will concentrate on the key competencies for the management of professional relationships.

- Managing upwards: how to manage your consultant
- Giving and receiving feedback
- Listening skills
- Managing and using conflict in a productive way
- Understanding the differences between individuals
- Asserting yourself without upsetting others
- Learning to coach others
- Skills practice



## Day three: Managing Self Under Pressure

- Time management and productivity
- Importance versus Urgency
- Fourth generation time management
- Career and stress management
- How to manage personal change

## Day four: Work Management

This day will provide Registrars with the skills to be successful in the day-to-day management of their areas of responsibility.

- Chairing and running effective meetings
- Effective delegation skills
- Motivating others for higher performance
- Effective planning frameworks
- Managing your priorities
- Negotiation skills
- Back Home Planning

## Day five: Project Planning

The focus will be on health service development planning and implementation including how to make the case for change to hospital management and influence others by targeting to the listeners' interest.

- Defining projects
- Project planning: the essentials
- Keeping your project on the rails: solving problems creatively
- Decision Making
- How to finish projects so they stay finished
- Marketing ideas: targeting messages to listeners' interest
- The relationship between clear thinking and clear speaking
- How structure cures stage fright

## Learning Methods

The course is highly participative with the use of a variety of learning techniques. These include group discussion, feedback, skills inventories, exercises, case studies and role-play. In addition an individual action plan is developed by participants at the end of the programme to encourage transfer of learning back to the workplace.

## Course delivery

This course runs from Monday to Friday inclusive. The times for this course are from 9.00am to 5.30pm.

## Venue

The Royal College of Physicians of Ireland, Frederick House, 19 South Frederick St. Dublin 2

## CME

**This programme is accredited for 8 CME Credits.**



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## **Joint Course Directors**

Andrew McLaughlin, Director of Learning & Development, IMI & Dr. Ann O'Shaughnessy, Educationalist, RCPI.

## **Course Fee**

Inclusive of tuition, documentation, morning coffee, lunch and afternoon tea, the fee is €1,500. Individual coaching sessions are in addition to the course fee (cost €300 per session or €500 for 2 sessions). RCPI Collegiate Members receive a 10% discount and RCPI Fellows receive a 20% discount. **Fees are payable to the RCPI in advance.**

This programme is inclusive of the HST Fee for SpRs who joined the scheme from July 2008. **Please be advised that you must be a 3<sup>rd</sup> year SpR and upwards to avail of a place on this programme as part of your HST Fee. This programme is not relevant for 1<sup>st</sup> and 2<sup>nd</sup> year RCPI SpRs, please do not apply.**

**Please note that there is no refund for cancellations received within 10 working days of the course commencement.**

## **Please Note:**

- It is advisable to book early on the course due to limited availability
- Full attendance on the course is necessary to receive a Certificate of Completion.
- Admission will not be granted to latecomers



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(Please tick the date you wish to attend)

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**PLEASE PRINT YOUR DETAILS IN BLOCK CAPITALS**

SURNAME: \_\_\_\_\_ FIRST NAME: \_\_\_\_\_

TITLE/SPECIALTY: \_\_\_\_\_

GRADE: CONSULTANT  SPR  REGISTRAR  OTHER

SpR YEAR: \_\_\_\_\_

HOSPITAL: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RCPI EMAIL(if applicable): \_\_\_\_\_ RCPI ID No. \_\_\_\_\_

MOBILE NO: \_\_\_\_\_ PHONE: \_\_\_\_\_

Course Fee (non Members & Members)	€1500	<input type="checkbox"/>
Course Fee Collegiate Member of RCPI (10% Discount)	€1350	<input type="checkbox"/>
Course Fee Fellow of RCPI (20% Discount)	€1200	<input type="checkbox"/>

Dietary Requirements:

CHEQUE/BANK DRAFT MADE OUT TO THE ROYAL COLLEGE OF PHYSICIANS OF IRELAND  
**OR**

VISA  MASTERCARD

EXPIRES END OF:  /

CARDHOLDER'S NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**The College is unable to process credit card details for anyone other than the applicant**

**Please send this registration form with fee to:**  
 The Educational Development Department, Royal College of Physicians of Ireland, Frederick House, 19 South Frederick Street, Dublin 2.  
**Phone: (01) 863 9700 Fax (01) 672 4707**

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