

East of England Ambulance Service Trust Junior Management Programme

A CASE STUDY >>

Following the 'EEAST Board turnaround plan April 2013' the aim of this programme was to provide the newly recruited Ambulance Liaison Managers (ALM) within the Patient Transport Services (PTS) team, and other equivalent managers, the resources and skills to meet the challenges of managing teams of some 30-60 staff through this period of change within the organisation.

Step 1 : Agree Objectives

The agreed objectives from the course were;

- To allow the ALMs to work together in an interactive, challenging and enjoyable environment to enhance a culture of team support.
- To provide a safe place for the managers to discuss their challenges and areas of concern in a solution based way.
- To provide skills to allow them to achieve proactive rather than reactive leadership and instil a positive culture in their teams. How to lead by example whilst ensuring accountability by the individual employee.
- Help them balance operational management requirements and the management of rising demand with staff development and support.
- To enable them to apply key management skills within your role to make a difference to you and your team.
- To challenge them to use the skills they already have and open themselves to learning new skills that will allow them to achieve in their roles.



Step 2 : Delivery of the training

Day One

Values

Looking at what is important to them as individuals and within their role in the organisation. What is important to them about being a leader and how to ensure they meet their own leadership values within the role? What areas do they recognise that they are weak at the moment and which of those might be a catalyst to make changes in other areas. How they can use values to get a team to take ownership and promote a solution focussed attitude within the team.

Communication

What really listening will give to them and how it will enhance their effectiveness. Development of their listening skills. How they can build rapport and the benefits good rapport brings. Understanding the different processing methods of the individual and groups to ensure the optimisation of communication. How to ask the questions that really bring out what's important to an individual. How to use language to get people to look forward towards a solution driven outcome rather than focussing on what has happened previously.

Day Two

Recruitment and interviewing

Defining what they want from the role and the successful individual. Structuring the interview and the questions. Utilisation of the previous day's communication tools in interviewing. Feedback and negotiation. How to give and receive feedback effectively. The keys to effective negotiation. How to see things from another person's point of view and how this is useful when combined with everything learnt so far to let past experiences go and negotiate effectively for a win/win situation.

Leadership

How to project a leadership image. How to proactively lead the team whilst meeting the everyday operational challenges. How to reflect on a situation, learn from it and make the adjustments required to be even better next time around.

We were flexible with our approach to the days based upon where the individual cohorts were in terms of previous experience and their readiness to utilise some of the techniques.

Day Three

Team development and effective team working.

How to promote ownership within the team. How to take on board ideas, refining those ideas to make them achievable and promote a team culture of continuous improvement. The importance of being part of a shared vision and how that vision is passed onto the members of their teams.

Time management

Recognising priorities. Having clear outcomes. Identifying when and where productivity blockages are occurring and how to unblock them.

Stepping back and stress management.

How to see the effect of decisions. How to have those difficult conversations and protect yourselves in those situations so you can carry on being productive. Recognising the stress points and enabling you to take control. Simple stress management techniques.

Step 3 : Results and Feedback

Leadership Tool Feedback

As agreed, we utilised the leadership assessment tool at the start and the end of the programme and allocated a score to the traffic light colour; Red was 0, Yellow was 1 and Green was 2. We then added up the scores and compared the % difference. On average the delegates saw at least a 10% improvement, with the delegates from the first cohort seeing the most improvement.

Delegate satisfaction—Overall score was 4.33 out of 5 (86.6% across all categories).

"I felt comfortable enough with the group to open up fully and I feel I have reaped the rewards on a emotional, professional and personal level. Thank You"

"I feel I have gained more confidence to do my job and tackle my management. I feel I can communicate better with other ALMs"

"I have enjoyed this training course, it has helped me to develop and improve myself. I feel we would all benefit from further training with this provider."