
OXLEAD Programme

Module One: Me as Leader

Florence Nightingale Foundation
Day Two – Wednesday 22nd July 2026

Introductions

Florence Nightingale Foundations (FNF) focus is on **improving health, clinical outcomes and patient experience**, through **building nursing and midwifery leadership capacity and capability**.

FNF also work to convene and **support nurses and midwives to shape the health and care policy agenda**, and create a future where nursing and midwifery perspectives are valued and policies are informed by professions' evidence, expertise and needs.

FNF are a voice for the nursing and midwifery professions.

Our Vision

A global community of influential nurse and midwife leaders creating lasting change across health and care.

Our Mission

Building on Florence Nightingale's legacy, we develop nurse and midwife leaders at every career stage enabling them to stay, thrive, lead and transform health and care.

FNF Values



We Collaborate

Achieving more by working together.



We Innovate

Pushing boundaries and creating sustainable transformative change.



We Strive for Excellence

Dedicated to achieving high standards in all that we do.



We are Compassionate

Creating an environment where everyone feels heard, valued and treated with respect.

Our Mission is to.....
“Develop individuals and teams to build sustainable change
and compassionate, inclusive cultures”



- Established in 2015
- HR/OD/Business Psychology Professionals
- 87% work in Health and care
- Development focus



Amy Hart
Managing Director
Florence
Nightingale Faculty



Lucy Wiltshire
Managing Director
Florence
Nightingale Faculty

0930	Welcome, introductions and check in
1000	Reflections and reminder of day one and the operating context
1030	System mapping
1100	Break
1115	Personal effectiveness theory – circle of control and influencing upwards
1230	Lunch
1315	Giving and receiving feedback – a framework for effective conversations
1345	Effective conversations in practice
1445	Break
1500	Personal and collective reflections with alignment to: • <i>Organisational context and priorities</i> • <i>CQC Well-Led Framework</i> • <i>National Competencies for managers and leaders</i>
1615	Review day and prepare for module two
1630	Close

*"Mastering others is strength;
mastering oneself is true
power."*

Lao Tzu

Aim of session:

-
- **Create a psychologically safe space for reflection, challenge, and forward planning**, enabling you to deepen your self-awareness and strengthen your leadership impact
 - **Enable the use of real leadership challenges** to examine response to complex competing priorities, concerns and organisational pressures
 - **Build accountability** for behavioural change and leadership follow-through
 - **Translate personal insight into meaningful action, specifically** in relation to:
 - *strategic priorities of Great Care, Timely Care and Best Place to Work*
 - *aligning to the CQC well-led framework*
 - *understanding how service/ward or team is currently performing through the use of the Intelligence Pack*
-

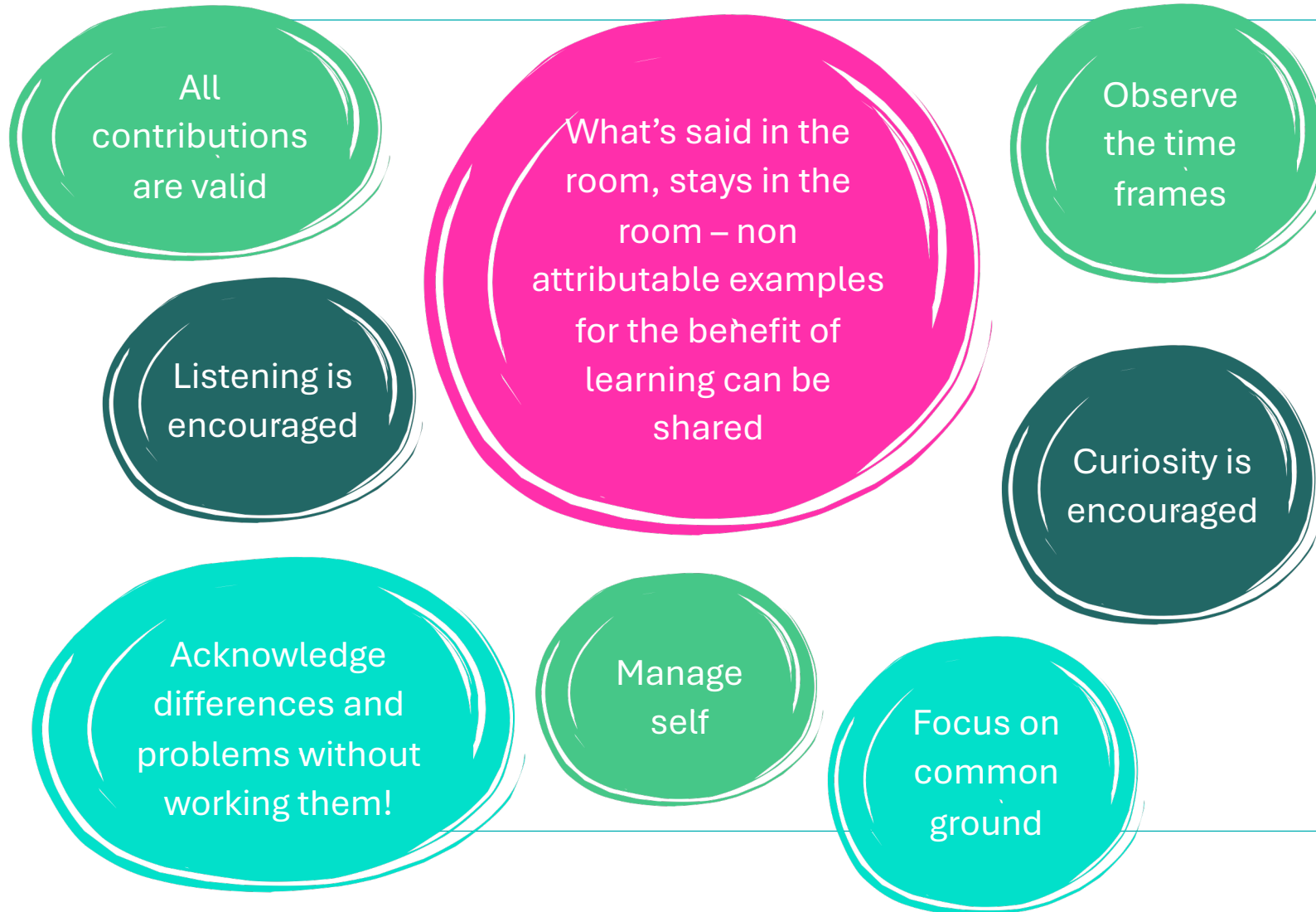
Check in

On your tables
discuss.....

Which character
best describes **how**
you feel coming to
this session today?



Safe and productive learning environment



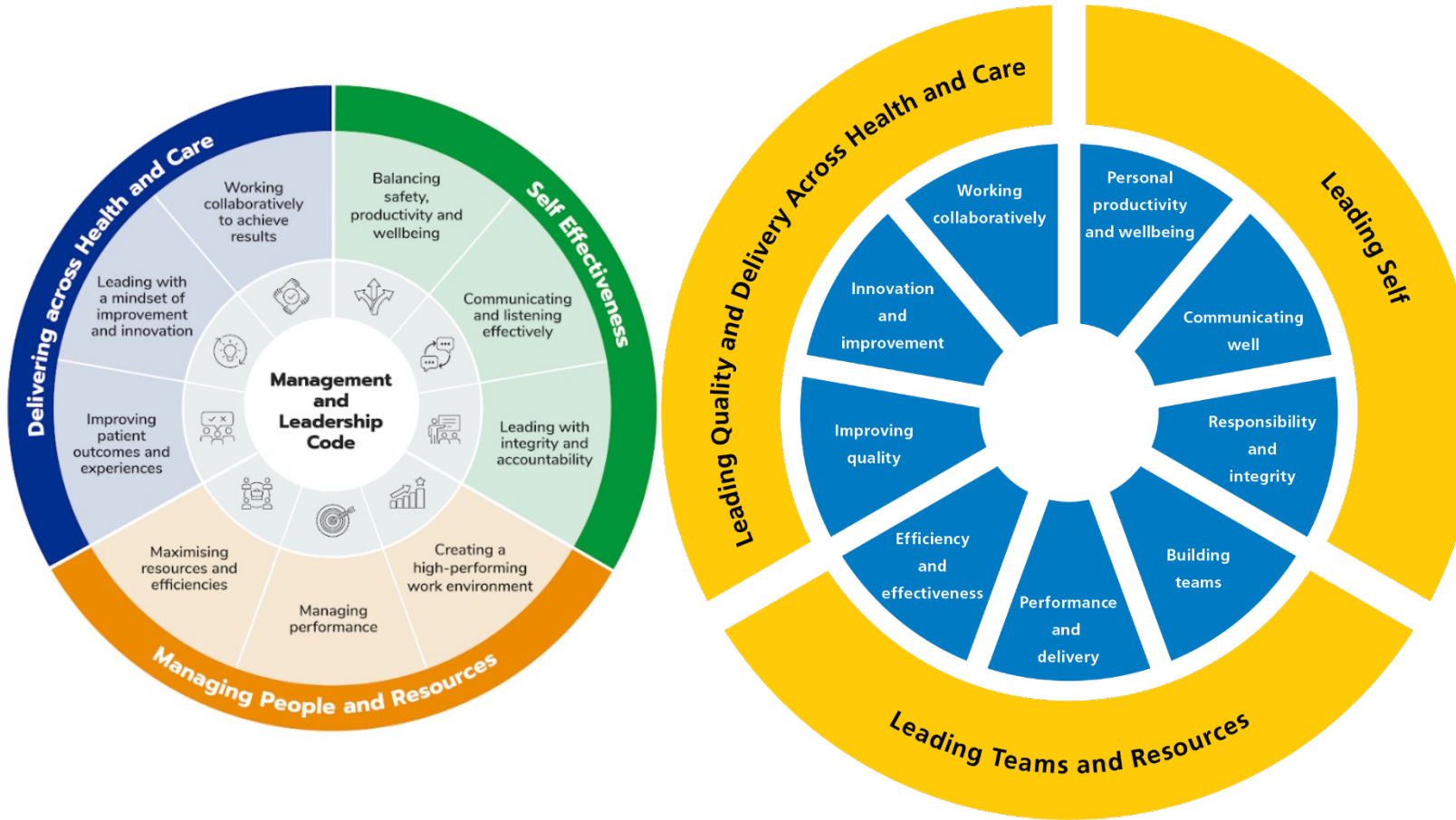
Facilitator's role:

- Keep to time and task
- Make room for all views and keep us moving
- Keep purpose front and centre

Remember:

- We all learn
- At different rates
- In different ways
- From different perspectives
- So be patient, kind and manage self!

Foundational Links



Our Strategy 2024-27

Oxleas
NHS

Our purpose:

Our purpose is to improve lives by providing the best possible care to our patients and their families.

Improving lives



Our values:

we're **kind** we're **fair**
we **listen** we **care**



Our three big priorities:

1 Great care **2 Timely care** **3 Best PLACE TO WORK**

Our core commitments:

- Equity for all
- Strong patient and carer voice and involvement
- Force for good in local communities
- Cultivating continuous improvement
- A thriving safety, listening and learning culture
- Partnerships
- Improving outcomes for patients
- Digital innovation
- Embedding sustainability into the culture of Oxleas
- Living within our means and maximising productivity

We will be involving staff, service users, carers and partners in our plans to take these workstreams forward. We will report on developments and outcomes through our website and intranet.

Our aim is to be the best place to receive care and the best place to work in the NHS

Oxleas Strategy: Great Care

VISION – *“To deliver exceptional, compassionate, and trauma-informed care with kindness, personalisation, and accessibility for all. We are committed to placing patients and their loved ones at the heart of every decision, ensuring care is designed in partnership as we take the journey together. By listening and understanding, we will work with our communities and partners to reduce health inequalities and provide fair, inclusive care for everyone.”*

KINDNESS AND COMPASSION

Strategic Goal 1: Placing Kindness and Compassion at the centre of everything we do.

To launch a Trust-wide programme focused on rekindling the human aspect of healthcare by unpacking the realities of how we can connect with kindness and compassion in challenging environments with a focus on of kindness towards self, within teams, to patients and patients towards us.

PERSON-CENTRED CARE

Strategic Goal 2: Delivering Person-Centred Care

For every service to deliver person-centred, trauma-informed, and carer-inclusive care through robust documentation, based on best practice that ensure that prioritise the unique needs and experiences of every service user.

ADDRESSING HEALTH INEQUALITIES

Strategic Goal 3: Address and Reduce Health Inequalities

For every service to proactively work to reduce health inequalities in the communities we serve by understanding the needs of our populations, working in partnership to identify and co-design interventions that improve access, outcomes, and experiences for those facing health disparities.

Oxleas Strategy: Timely Care

VISION – *“To provide timely, responsive care across community and inpatient services. We will identify and understand the factors affecting wait time, stay times and any delays in our service, track our progress toward targets, and continually improve our processes and ways of working. Above all, we will ensure clear communication and work closely with patients and carers, keeping them informed and supported throughout their care journey.”*

ZERO DELAYS

Strategic Goal 1: Achieve Zero Delays

To reduce wait times in care by better understanding and balancing demand, capacity, and productivity, while identifying key improvement programs that address imbalances and support patients during delays.

BEDS PROGRAMME

Strategic Goal 2: Improving patient flow through the Beds Programme

Ensure those who need specialist care the most can access it without delay by achieving a 45-day average length of stay while maintaining high-quality care, enabling individuals to return to their families and communities without delay and with the right support.

Oxleas Strategy: Best Place to Work

VISION – “To be the employer of choice, where our staff feel valued, supported, and empowered to reach their full potential. For team environments to feel inclusive, collaborative, psychologically safe deliver results and promote continuous improvement. For leaders to inspire these environments by being self-aware, committed to personal growth, and embodying our core values. To create an atmosphere where both our staff and patients experience ‘Oxleas difference’ a distinct culture driven by our unique values”

RECRUITMENT & RETENTION

Strategic Goal 1:

Ensure all staff have a clear and supportive induction process, with a focus on flexible working, role clarity, and understanding expectations, key policies, and procedures.

BAFO PROGRAMME

Strategic Goal 2: Ensure we are creating inclusive, culturally sensitive working environments, not shying away from difficult conversations, but tackling them guiding by our values and commitment to our Building a Fairer Oxleas Programme

WELLBEING

Strategic Goal 3:

Prioritise staff wellbeing and reduce burnout through proactive measures, empowering staff with the support and resources they need to thrive.

LEADERSHIP & TEAM DEVELOPMENT

Strategic Goal 4:

Strengthen leadership and team development programs that centre on the Oxleas difference, reinforcing our values and addressing team dynamics or leadership challenges to enhance leadership capabilities and performance.

CQC Framework: Key Lines of Enquiry

• **Protect people from harm**

- Safeguarding
- Risk management
- Safe care
- Medicines
- Learning

Safe



• **Deliver evidence-based outcomes**

- Assess needs
- Monitor outcomes
- Skilled staff
- Teamwork
- Consent

Effective



• **Treat people with compassion**

- Respect & kindness
- Involve people
- Privacy & dignity

Caring



• **Meet individual needs**

- Person-centred
- Equity of access
- Timely care
- Complaints

Responsive



• **Ensure strong leadership**

- Leadership
- Strategy
- Culture
- Governance
- Improvement

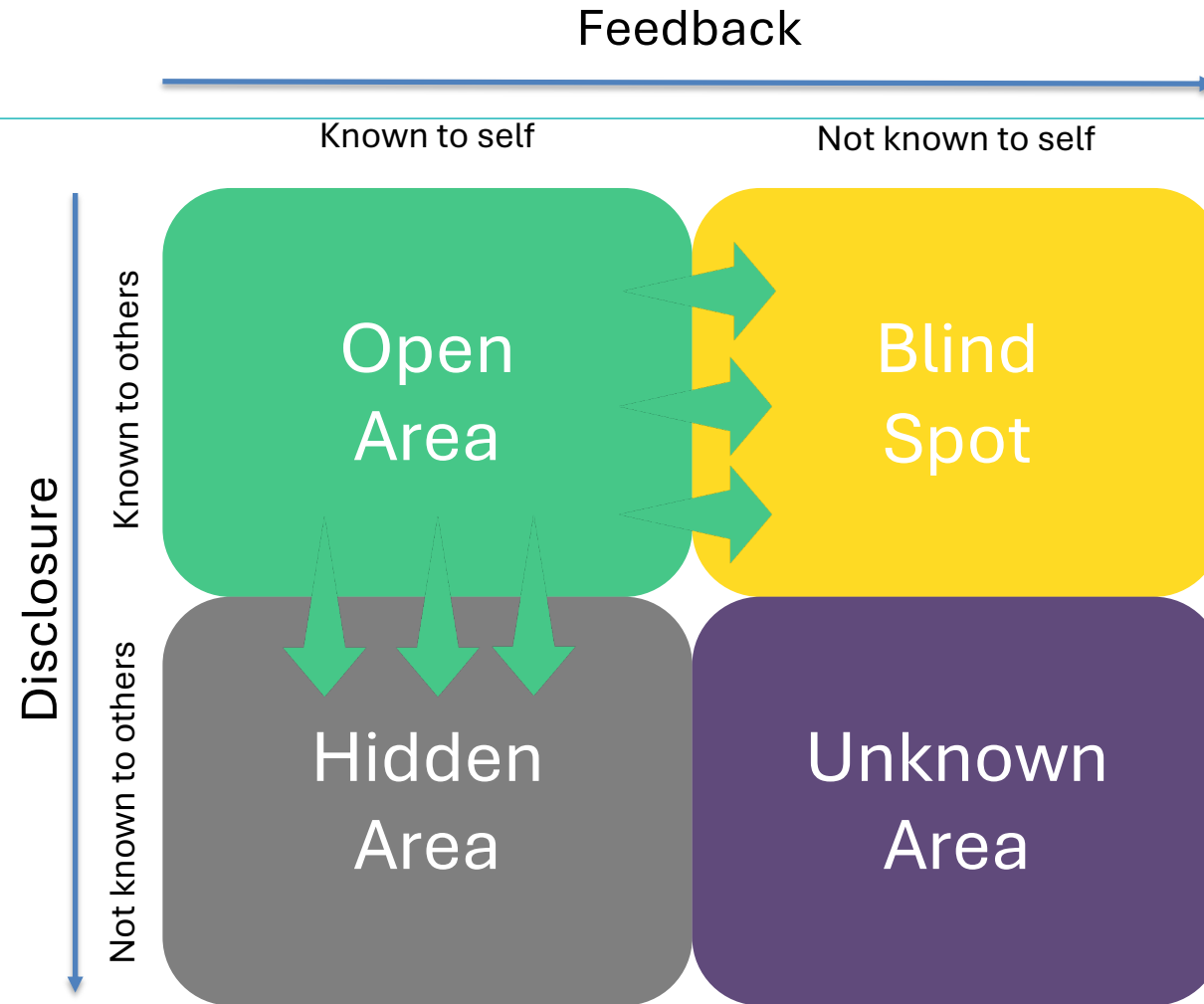
Well-led



This diagram summarises the five CQC Domains (Key Lines of Enquiry) and the sources of evidence for each of these.

Link to more detailed information:

<https://www.cqc.org.uk/guidance-providers/healthcare/key-lines-enquiry-healthcare-services>



Johari's Window

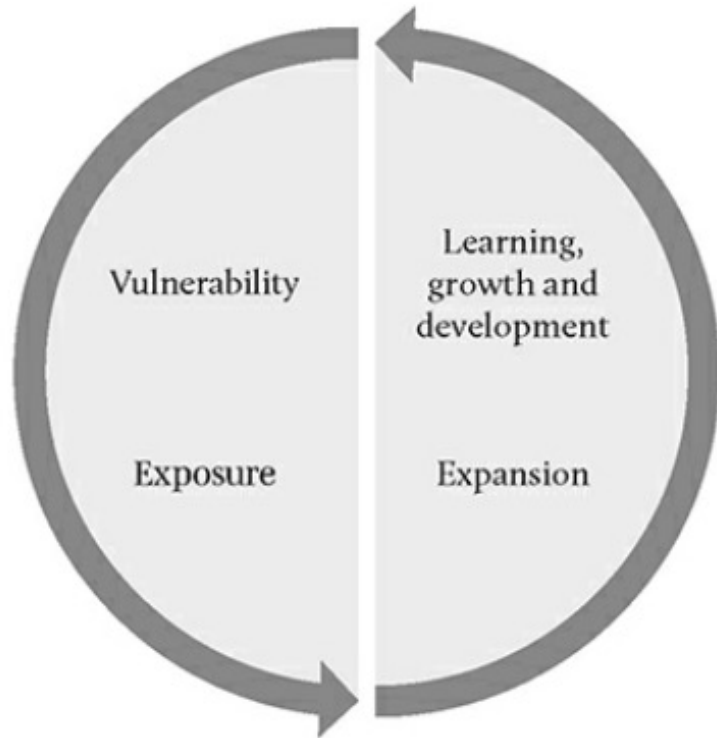
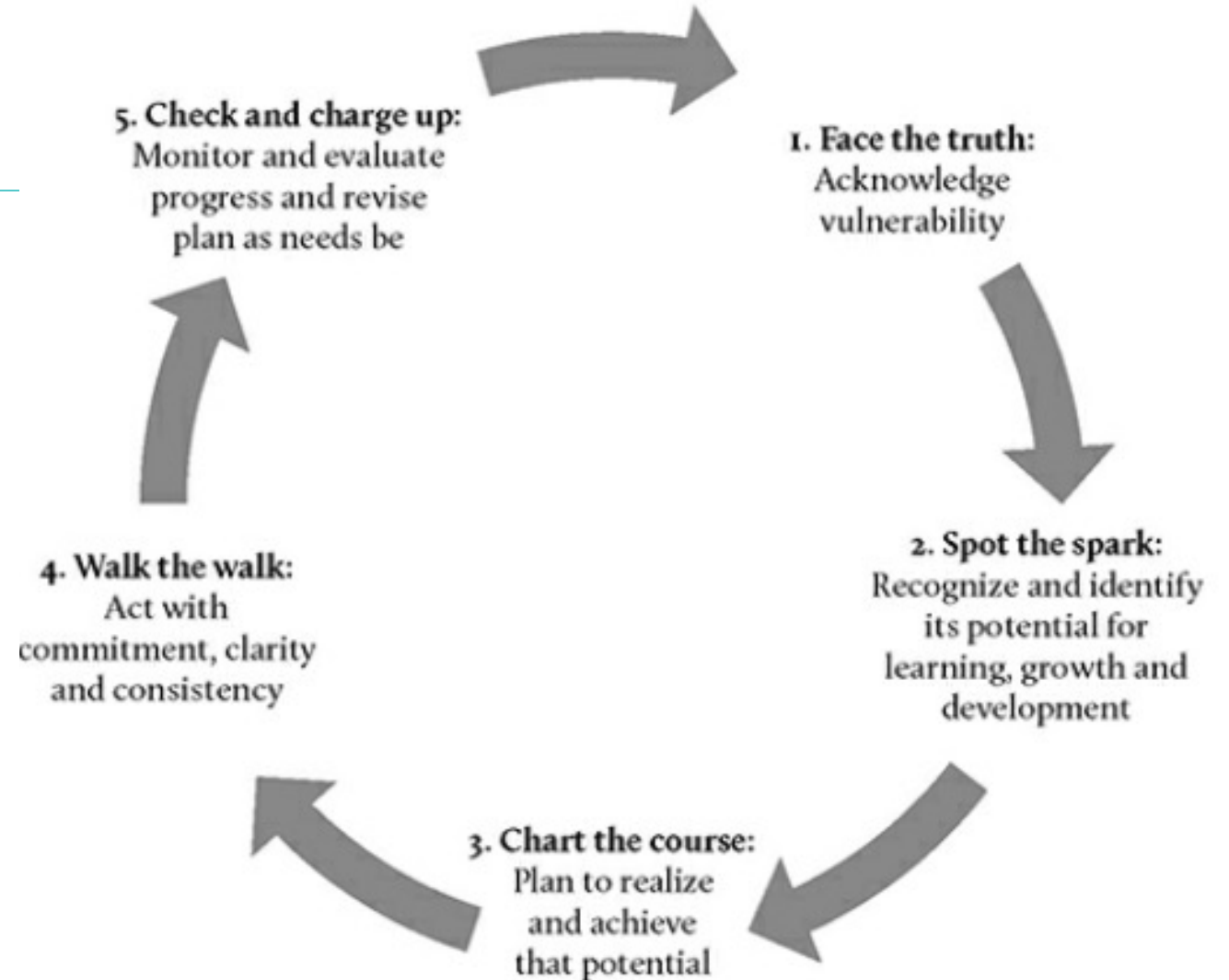


**FIGURE 2.1: THE DOUBLE HELIX OF
EXPOSURE AND EXPANSION**

Source: Peter Buzzi and Claudia Megele



***‘The first step in a growth policy is not to decide where
and how to grow. It is to decide what to abandon’ Peter
Drucker***

Self Awareness

- How do I understand my thoughts and feelings and their effect on others?
- Am I aware of my own strengths and limitations?
- Do I have a strong sense of self-worth?

Self Management

- Can I control potentially disruptive emotions and impulses?
- How adaptable am I?
- How important is achievement to me, and what kind of achievement matters the most?
- Am I able to motivate myself?
- How well do I manage my own stress?



Social Awareness

- Am I able to empathise with others?
- How far am I aware of the needs and priorities of my organisation?
- Do I understand the needs of patients, colleagues and partner organisations, and strive to meet these?

Relationship Management

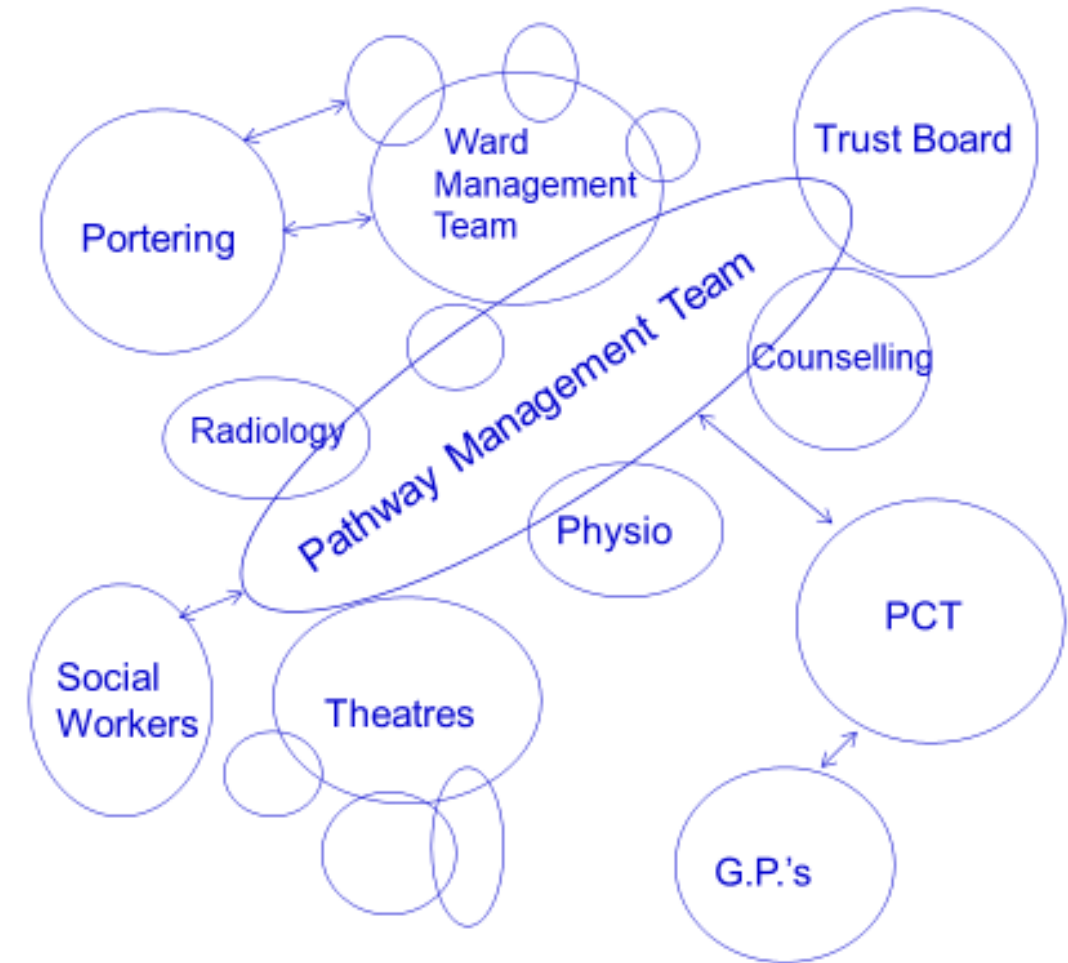
- Do I foster deep, lasting and meaningful relationships?
- How far am I able to align with others and build collaborative teams?
- Can I inspire and develop others?
- How clear are my communications?
- Can I identify and resolve conflict?



-
- Teams/services do not exist in isolation.
 - Most have relationships with a range of others - within & outside the organisation.
 - Inter-team working enables teams to achieve task and to contribute to wider purpose.
 - Team members need a common understanding of their team's position in relation to others.
 - Differing views about positioning will lead to inefficient use of resources and create barriers.
 - Competition between teams in the same organisations is never productive; instead - collaboration enables collective leadership, innovation and growth.
-

- In the middle of a sheet of paper draw a circle that represents someone on your tables **home** team
- Around this circle draw in at relevant distances:
 - All the teams the home team regularly works with
 - Any other teams that the team needs to work with
 - Any external teams or organisations that influence the formation of team targets and those that influence the team's ability to achieve its goals

Example

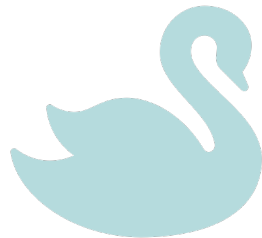


Exploring effectiveness

- What is effectiveness and why does it matter?

Effectiveness is....

Effectiveness is getting superb results today (production) in a way that allows us to get those results over and over again (production capability).

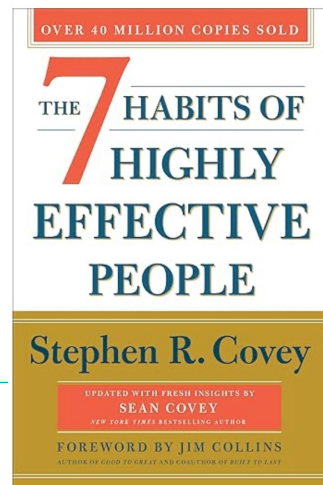


Production Capability (PC):
Maintaining, preserving and enhancing the resources (the goose) that produce desired results.

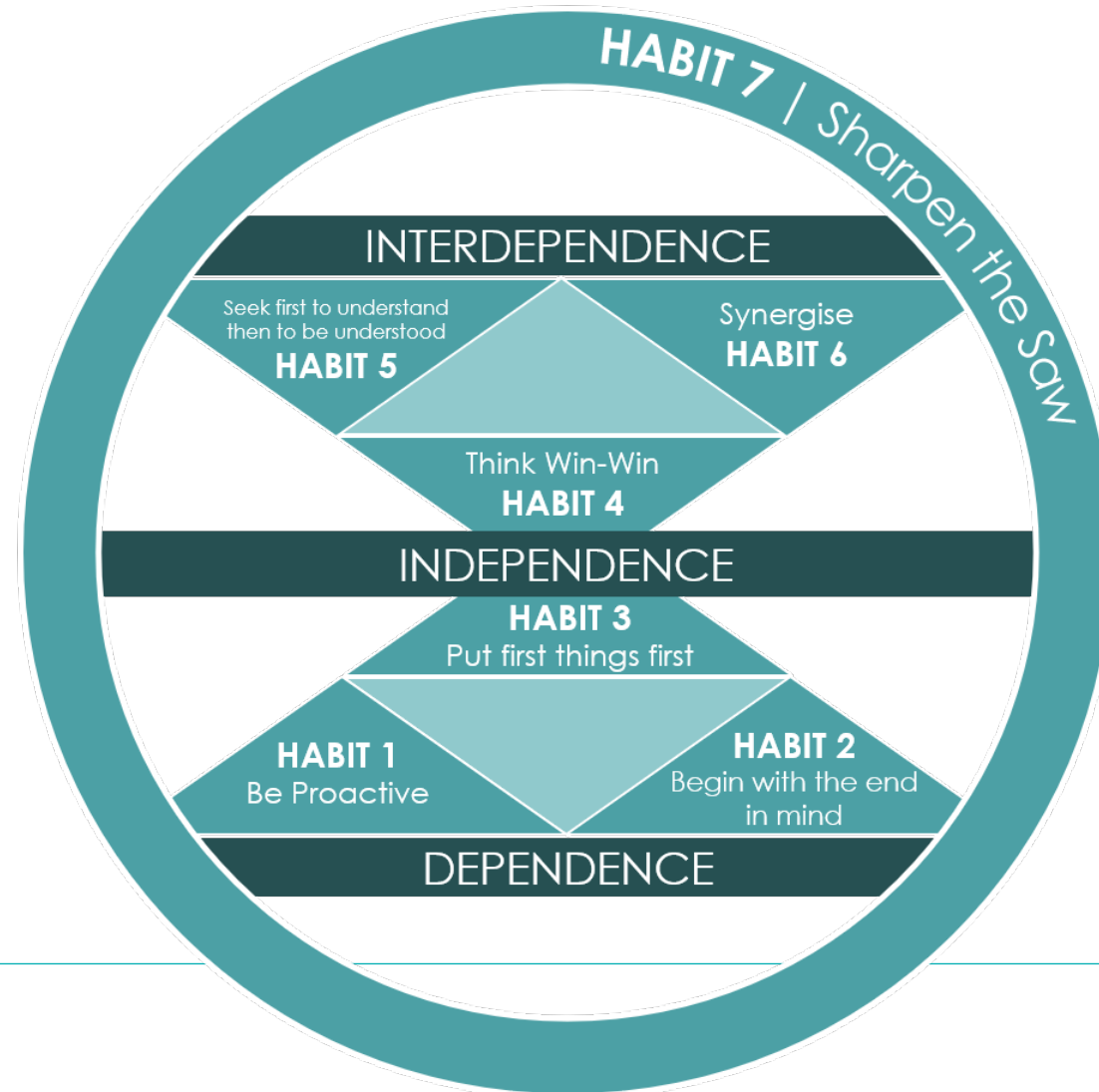


Production (P):
The desired results (golden eggs).

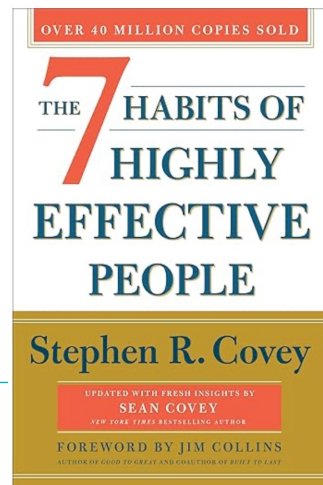
Source:



The seven habits

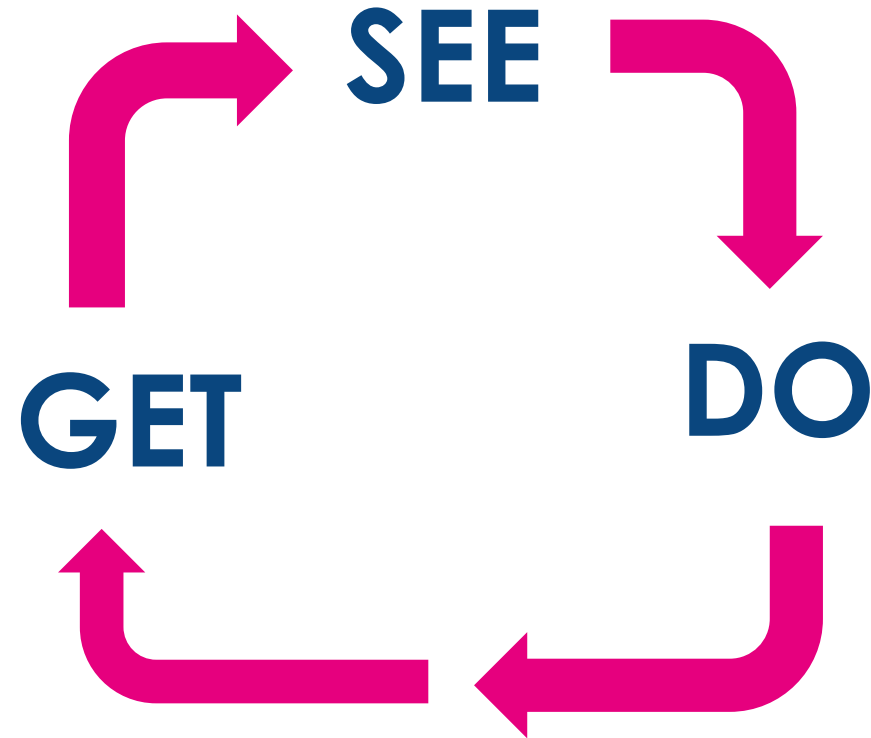


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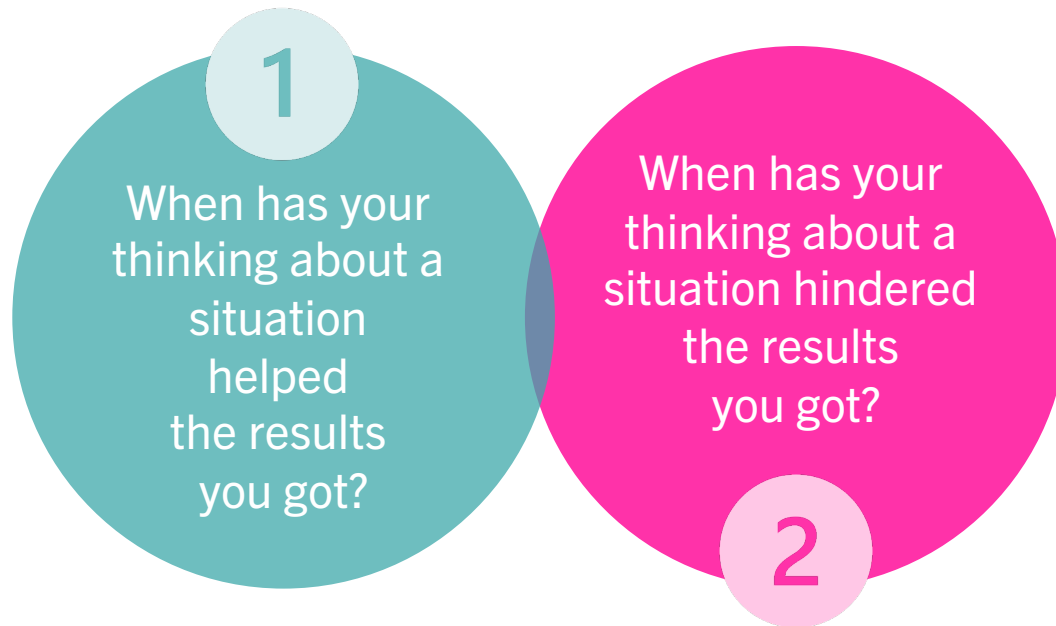
Effects of Conditioning

**‘We see what we are
conditioned to see
based on our
environment and
experiences’
– S, Covey.**



Activity

On your tables, discuss and answer the following...

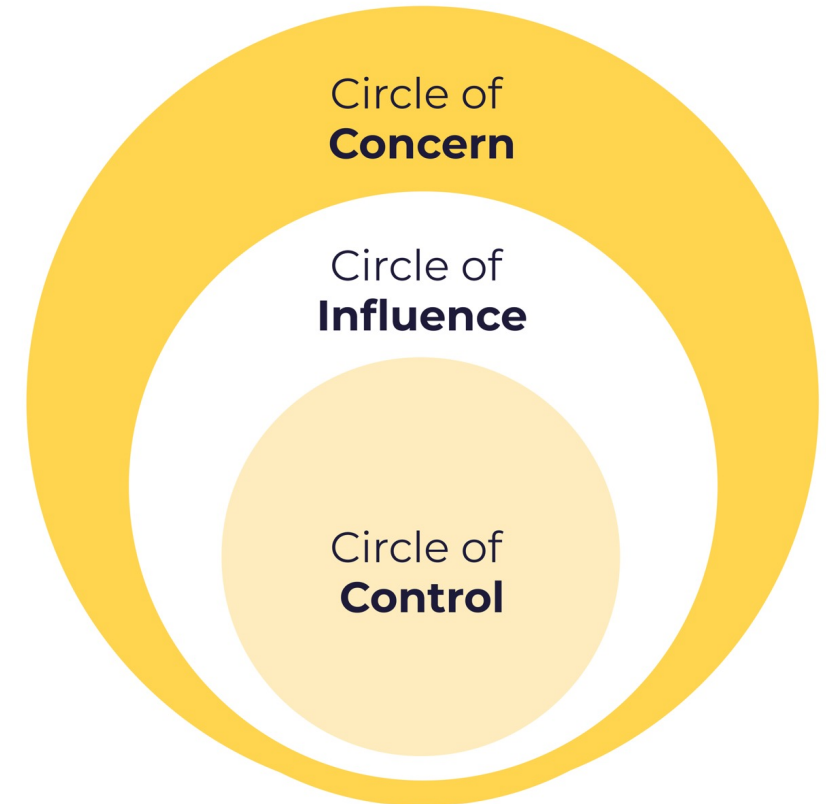


Circle of Control

The **Circle of Control** is a mental framework from Stephen Covey's *The 7 Habits of Highly Effective People*. It boosts personal effectiveness by teaching you to redirect mental energy from uncontrollable worries (the Circle of Concern) to actionable areas you can directly govern, such as your attitude, habits, and responses.

The Three Circles

- **Circle of Control (Inner):** Things you have direct power over. Includes: your mindset, daily habits, responses to stress, and how you allocate time.
- **Circle of Influence (Middle):** Things you do not control directly but can affect through your actions. Includes: team performance, relationships, and how you communicate.
- **Circle of Concern (Outer):** Things you care about but have absolutely no control over. Includes: the economy, global events, and the weather

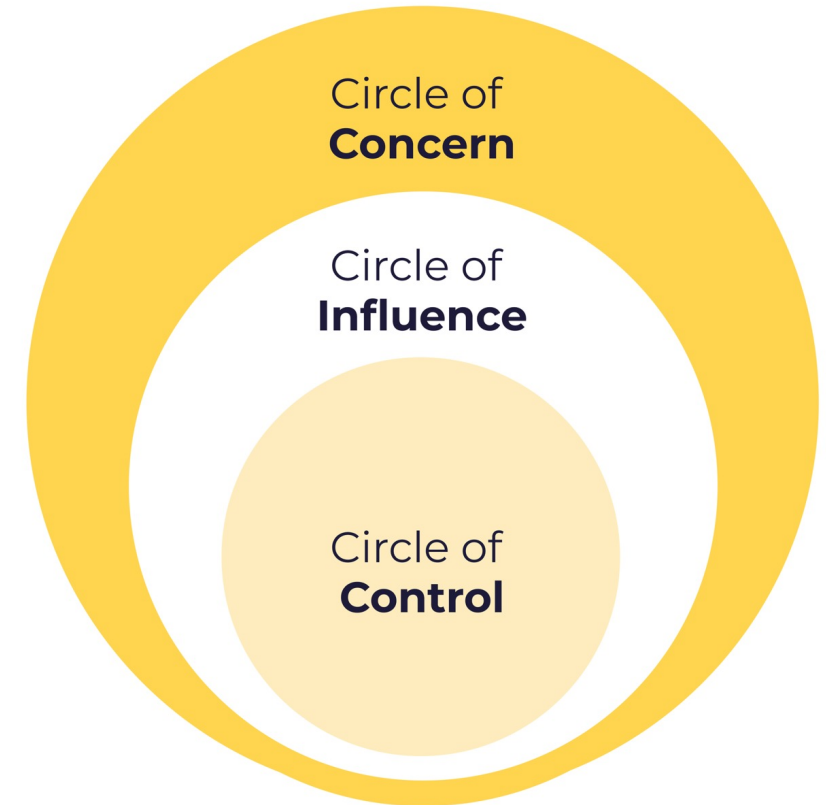


Activity

In groups of **three**, take it turns and help each other to **think of something you are really concerned about.**

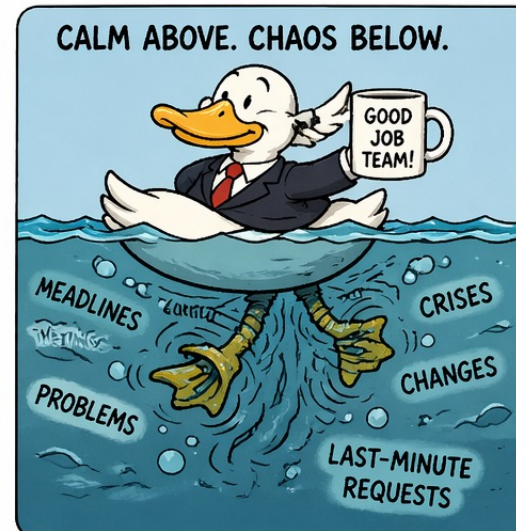
Work with a partner and have the third person observe the process.

- **2 Questions:**
 - What can you do about it?
 - What else can you do about it?



Influencing upwards is
defined as

“The ability to influence
people with more authority
such as managers, directors,
and executives”



Working in pairs do the following self assessment:

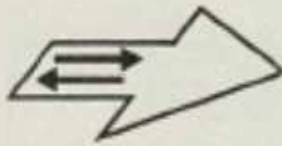
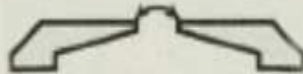
Score each statement from 1 (Rarely) to 5 (Consistently)

Question	Score (1-5)
1. I understand my manager's top priorities.	
2. I align my work to those priorities.	
3. I provide updates proactively.	
4. I communicate in my manager's preferred style.	
5. I raise issues early with possible solutions.	
6. I anticipate needs and risks.	
7. I deliver on commitments reliably.	
8. I handle disagreements constructively.	
9. I ask for and act on feedback.	
10. I make my manager's job easier overall.	

Score each statement from 1 (Rarely) to 5 (Consistently)

Question	Low score	High score
1. I understand my manager's top priorities.	2	21
2. I align my work to those priorities.	3	14
3. I provide updates proactively.	1	18
4. I communicate in my manager's preferred style.	1	10
5. I raise issues early with possible solutions.	0	19
6. I anticipate needs and risks.	0	19
7. I deliver on commitments reliably.	1	18
8. I handle disagreements constructively.	2	17
9. I ask for and act on feedback.	1	20
10. I make my manager's job easier overall.	0	21

Influence...

Energy	Influencing Style	
Push Self  Other		Persuading
		Asserting
Pull Self  Other		Bridging
		Attracting

The impact

	Frequency of Use	Resistance	Compliance	Commitment
Rational persuasion	54%	47%	30%	23%
Legitimizing	13%	44%	56%	0%
Personal appeals	7%	25%	33%	42%
Exchange	7%	25%	33%	42%
Ingratiation	6%	41%	28%	31%
Pressure	6%	56%	41%	3%
Coalitions	3%	53%	44%	3%
Inspirational appeals	2%	0%	10%	90%
Consultation	2%	18%	27%	55%

Figure 13.7 Influence Tactics Use and Outcomes (Kipnis, Schmidt, & Wilkinson, 1980; Schriesheim & Hinkin, 1990; Yukl & Falbe, 1991).

Core influencing upwards skills



- Understand leadership priorities
- Communicate strategically
- Build credibility
- Choose the right timing
- Frame ideas around impact
- Ask strategic questions
- Use emotional intelligence
- Prepare clear recommendations

Techniques

(1) Lead with the outcome

Start with the recommendation first, then provide explanation and supporting evidence.

(2) Align with their priorities

Frame ideas in terms of what leaders care about: results, efficiency, risk reduction, and strategic goals.

(3) Bring options, not problems

Present 2–3 possible solutions with pros and cons and provide a recommendation.

(4) Use data and evidence

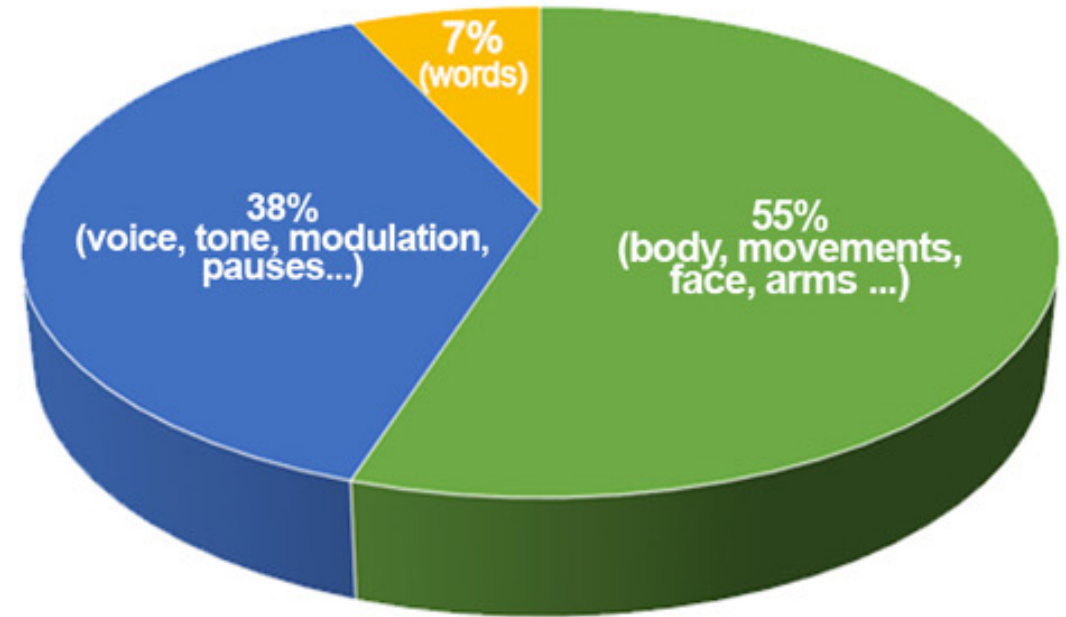
Support ideas with measurable impact such as trends, customer feedback, or performance metrics.

(5) Influence before meeting

Discuss ideas informally beforehand to build alignment and avoid surprises in formal meetings.

Common Mistakes to Avoid

- Bringing problems without solutions
- Too much detail
- Not understanding leadership priorities
- Challenging leaders publicly
- Poor timing
- Not being clear about recommendations



Feedback quote

“If we shield ourselves from all feedback,
we stop growing.” – Brené Brown.



Let's check out this video:

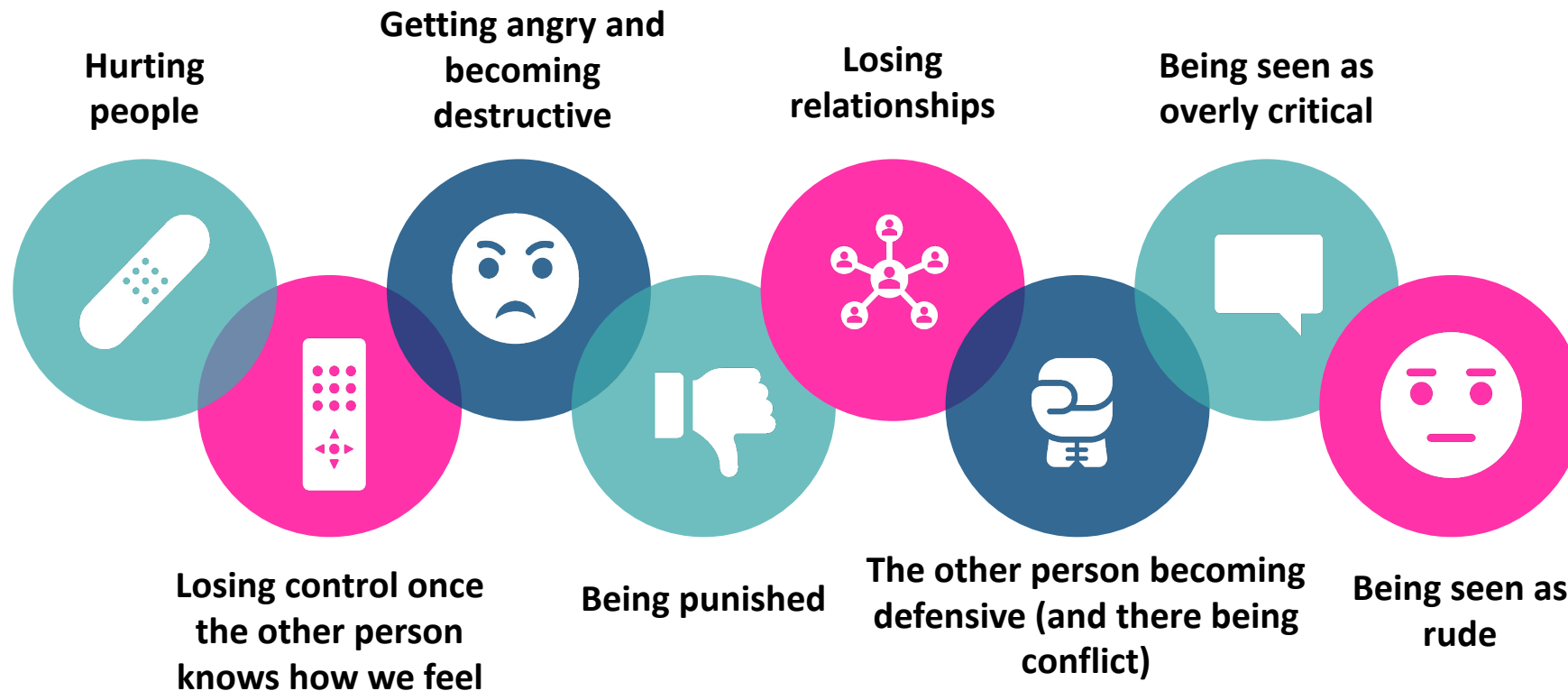
<https://www.youtube.com/watch?v=5PIJnEILOGPc>

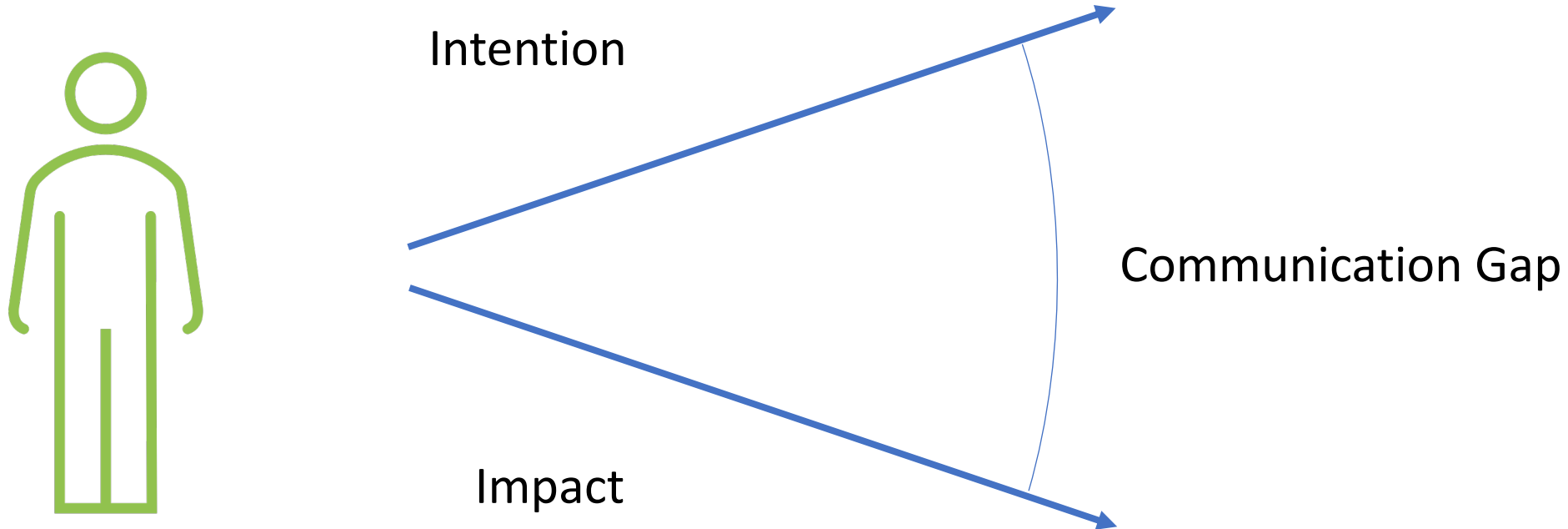
Start at 12.10
mins
Stop at 26.20
mins

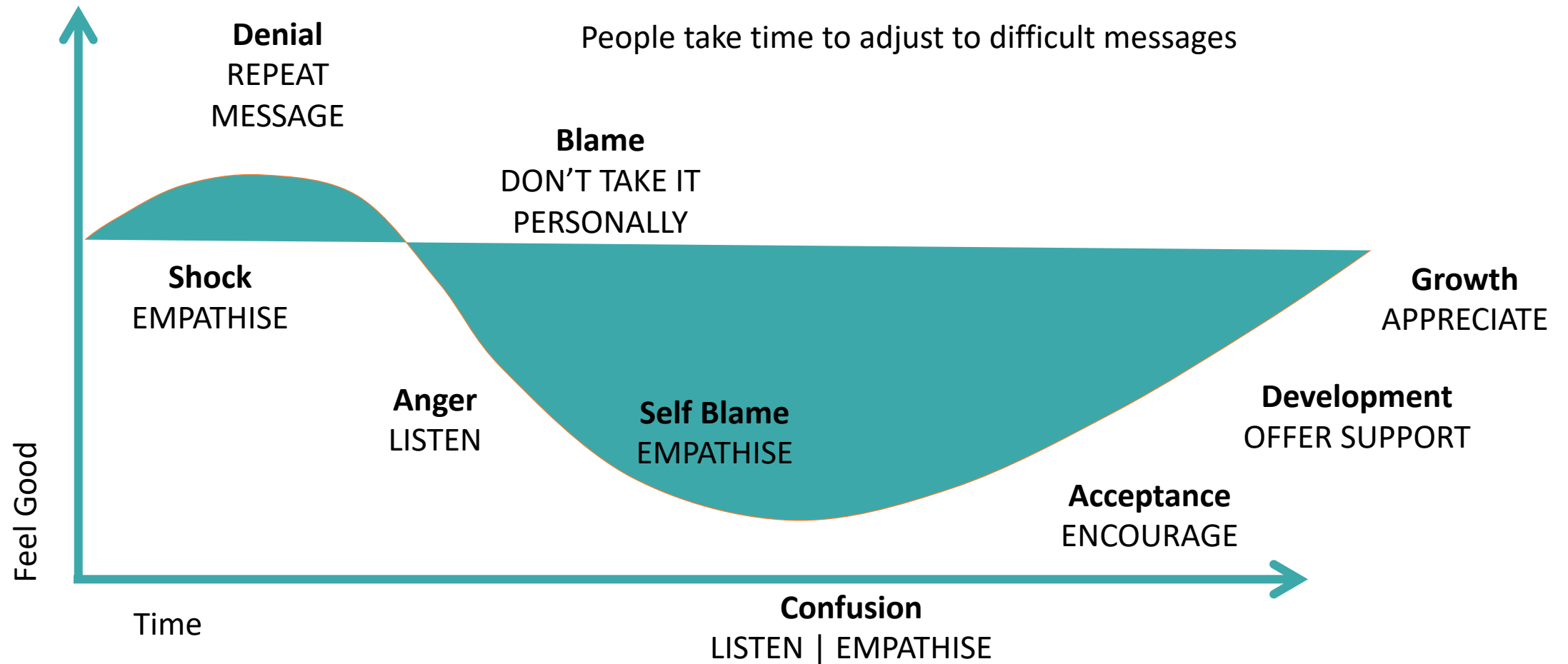


What Stops Us ?

We don't give feedback for a whole host of reasons. **We are worried about:**







The cost of defensiveness

“Defensiveness does not protect us from other people it defends us from fears we don’t want to feel”

- ❖ Silence
- ❖ Playing poor me
- ❖ All or nothing thinking
- ❖ Catastrophising everything
- ❖ Wanting the last word
- ❖ Blaming or shaming others
- ❖ Drop in IQ (over 80%)
- ❖ High charge of energy in the body
- ❖ Information flood to prove a point
- ❖ Obsessive thinking

6 WAYS TO BUILD EMOTIONAL MUSCLE (AND STOP TAKING THINGS PERSONALLY)



1. THE SPOTLIGHT EFFECT

- Most people aren't paying attention to you
- 75% of people think others notice them more than they do



2. THE PERCEPTION-PROCESS RAZOR

- Ask: "Is it what happened or how I see it?"
- Split feedback: what you can fix vs. how you feel



3. THE 10% HATER RULE

- Expect 1 in 10 people won't like you, no matter what
- For each negative, find 3 positive things



4. CULTIVATE A GROWTH MINDSET

- See hard things as chances to grow
- Set goals about learning, not just doing well



5. THE NUMBERS GAME SCALE

- 80% of success is just showing up
- Face your fears bit by bit



6. SELF-COMPASSION

- Talk to yourself like you'd talk to a good friend
- Being human means being imperfect

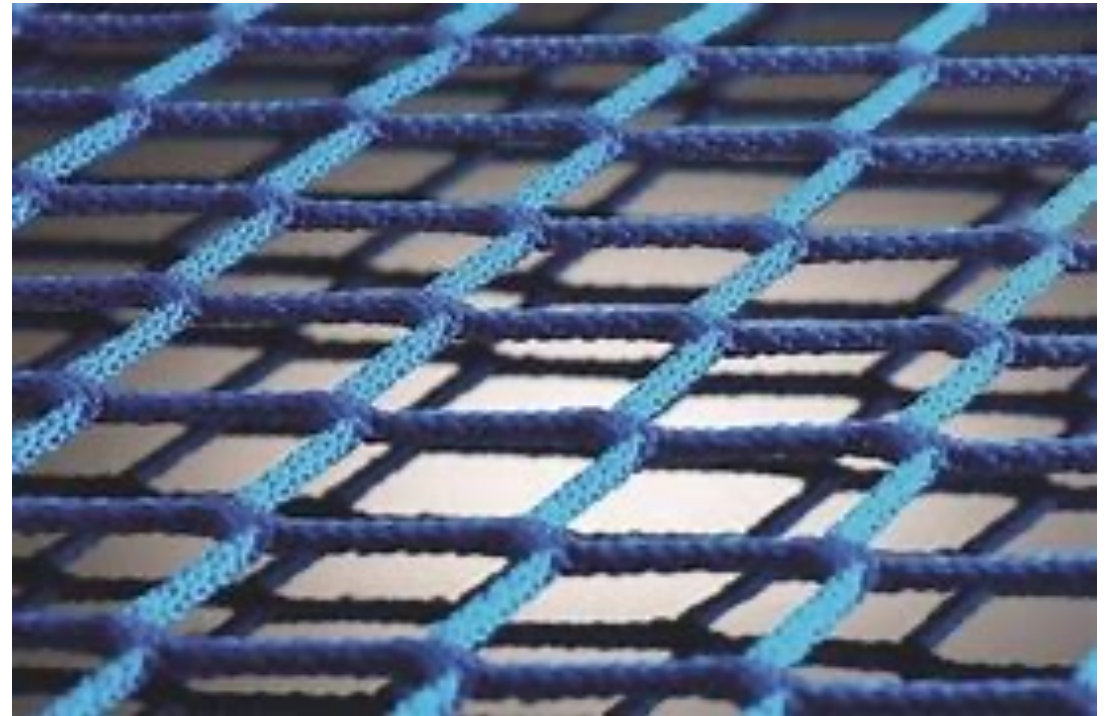
QUICK RESILIENCE BOOSTERS



DEALING WITH CRITICISM

- 1 Ask: "Is there truth here that can help me grow?"
- 2 Thank the person for their feedback
- 3 Set a timer for 10 minutes to feel bad, then move on

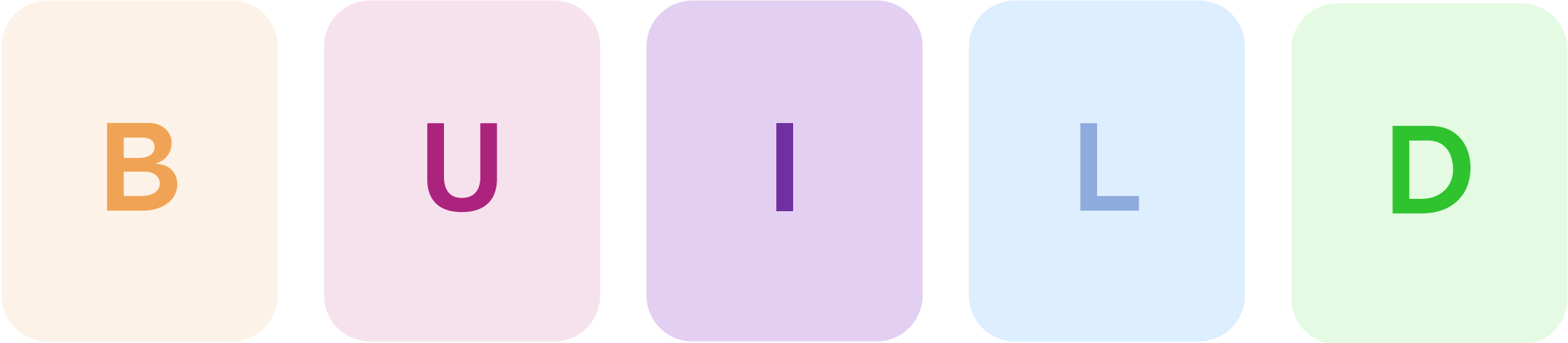
- It's not personal or judgemental
- The person can reflect and learn
- They do most of the speaking
- It's quick and gives structure
- It's giving the opportunity for self-awareness



A Model for Giving Feedback

Making lasting change starts with the courage to speak up. But it's important to do so in a productive, safe, and kind way. The **BUILD model** is a simple 5-step structure for giving **meaningful and critical feedback** without critique or judgement.

BUILD was conceived by the organisation 'A Kind Life' who are specialists in working in healthcare aiming to create kinder environments for colleagues



B

Behaviour

U

(Understand)

I

Impact

L

Listen

D

Do differently

Describe the **behaviour**

B

Focus on what a person **actually did** rather than assumptions about their intentions or personality:

For example:

Vague: "She was rude."

Better: "She interrupted others several times during the meeting and spoke in a raised voice when responding to questions."

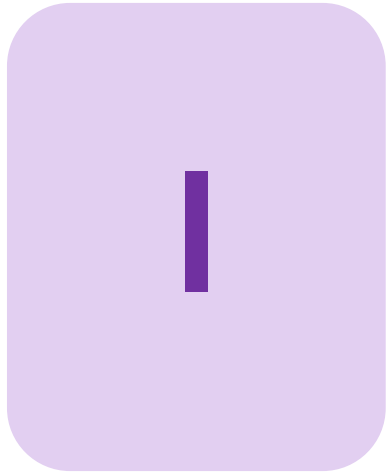
Vague: "He was helpful."

Better: "He stayed after the session to answer questions and helped two colleagues complete their tasks."

U

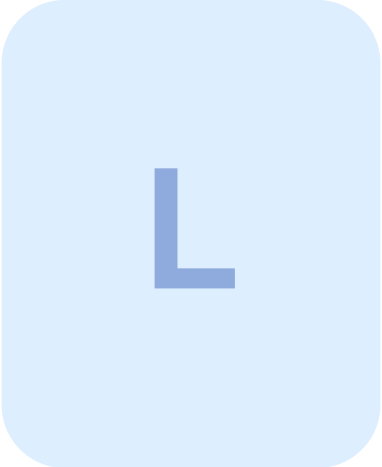
**Take a moment to try to
understand their context**

Describe the Impact



Behaviour: “The employee repeatedly arrived 20–30 minutes late to morning meetings.”

Impact: “This delayed the start of meetings, reduced time available for decision-making, and caused others to wait before starting their work.”



L

Listen to their point of view

D

Ask what they could **do differently**

Practice

In pairs:

- Grab a coffee
- Compare notes on what you have learned so far
- Take it in turns to PRACTICE having your difficult feedback conversation
- Debrief together to 'refine' and try a second time



The BUILD model provides structure for giving feedback in a respectful way to each other. It's not personal or judgemental and allows the other person to reflect and learn. This template helps you to prepare your feedback.

The scenario

Work through what happened, thinking about the perspectives of everyone involved.

What was the behaviour?

What was the context?

What was the impact?

BUILD options

What would be the most constructive way to give BUILD feedback?

Name the Behaviour.

Their actions, not personality

Understand their context.

Unsaid - what was going on for them?

The Impact of their behaviour.

Impact on you, another person, a project or outcome.

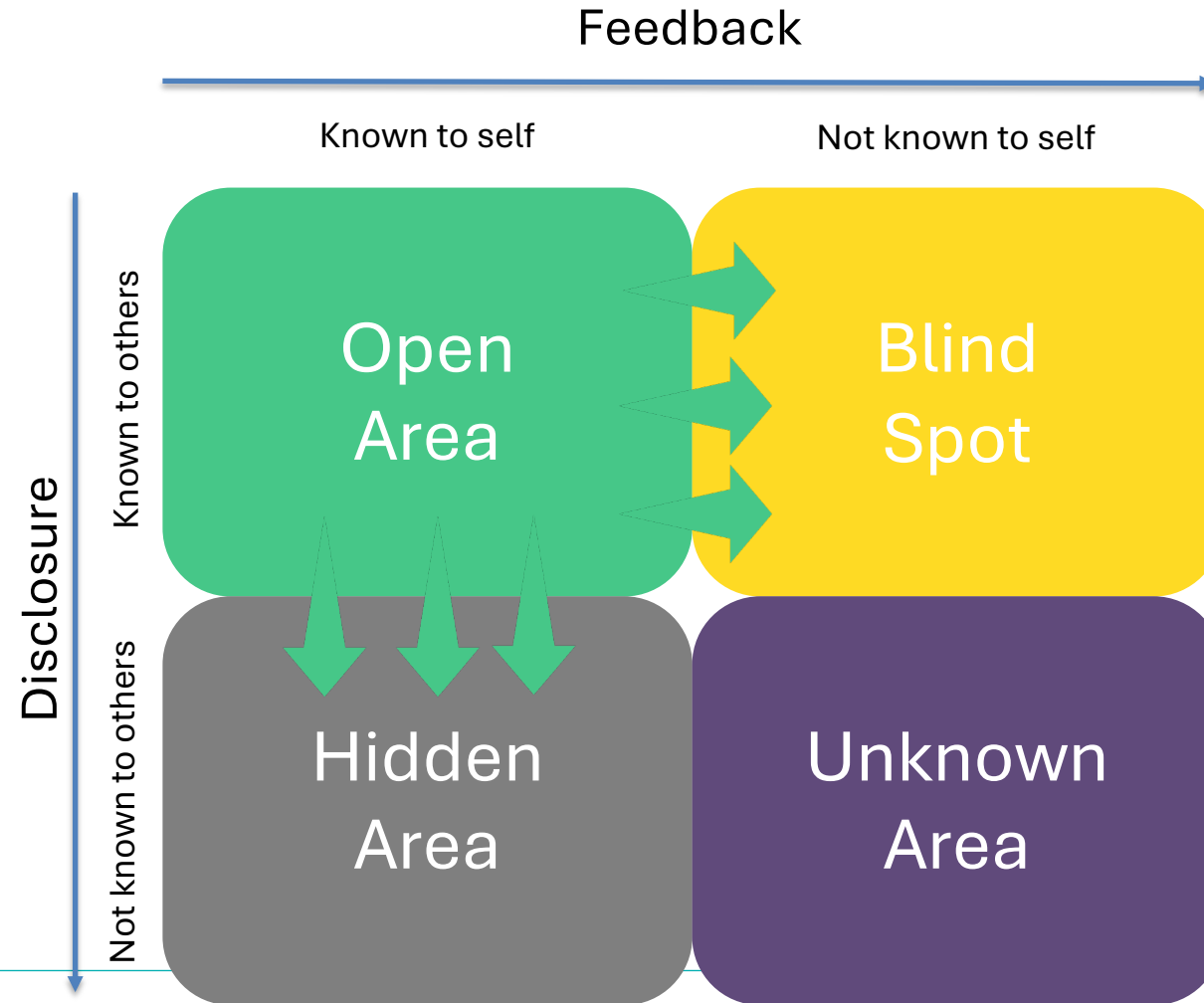
Listen to their point of view.
"What was happening there?"

What could they/we do **differently**?
"What could we do together to resolve this?"

Receiving feedback

- Proactively ask for it
 - Listen, be receptive and open to hearing it
 - Be curious and interested
 - Resist defensive
 - Chew on it / digest it
 - Think of feedback as an investment in the relationship
-

Reflections – Module One



Johari's Window

In pairs, discuss what you have learnt and **what this means for your leadership role.**

Pay specific attention to the **skills and behaviours** you want to develop and how this **aligns to your organisational context** and answer these questions.....

1. What is my
core learning
of me as a
leader?

2. What is the
change I need
to make?

3. How will I
measure my
impact?

Think about: what your team will notice, what might get in the way and how the organisation could benefit from your leadership strengths you've identified



Take away action

Stand in a circle – individually share in no more than 6 words.....

What is the SPECIFIC ACTION
you are going to take
within the next 90 days

