Peloton Programme Overview

There are many excellent leadership initiatives that focus solely on equipping people with the tools to become more effective individual leaders – this is not one of those programmes.

Responding to the challenges of COVID-19 whilst delivering on our long-term system priorities requires leaders able to truly collaborate beyond organisational boundaries, 'seeing the system', and influencing system change together.

Peloton is a system leadership programme, designed to equip senior leaders with the skills, relationships, networks and mindsets to go **Further Together**, leading the shift towards a more integrated approach to health and care across BNSSG.

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Overall objectives for Peloton

- Building and brokering strong relationships beyond organisation boundaries.

- Negotiating to agree & progress system goals, whilst balancing alignment to organisation objectives.

- Supporting cultural change, moving from competition to co-operation and from organisation first, to system first and ability to translate this for their own teams in individual organisations.

- Deep individual insight into leading system change and transformation – at the individual, organisational and system level.

- Mobilise system leaders as a community of influential change agents for the wider BNSSG system.

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Who should apply?

We are looking for a mixture of senior clinicians and system leaders (director level or just below), focused on developing your system leadership skills and committed to working collaboratively.

We will work virtually (at least for the time being), although the learning will be immersive, personal and practical - so you need to be able to commit to participating fully and make yourself available for all the programme dates – see next slide.

How to apply

A link to the application form is on page 9 of this document – this will register your interest in the programme and your application will then be subject to a shortlisting process.

Please note: places are limited and your application must be submitted by **24 July 2020** for review.

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What are the key dates?

A short 60 minute **on-boarding webinar** late August/early Sept (several dates will be made available)

Launch and Closing Events: September 24th 2020 and March 3rd 2021

Virtual learning sessions on the mornings of October 6th, November 3rd, December 1st, February 3rd

Cluster Group Learning sessions – you can choose between:

Group One: October 14th, November 11th, December 8th, February 8th

Or

Group Two: October 15th, November 12th, December 9th, February 9th

Please note – dates may be subject to change but we will do our best to keep to the scheduled programme

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Feedback from Peloton Wave One

- Over 80% of respondents agreed that they had significantly improved their ability to 'See the System'

- Participants with 'Strong awareness' of BNSSG health and care priorities increased from 18% at the launch event, to nearly 70% by the close

- Confidence to influence BNSSG health and care priorities more than doubled

- Those with a strong network across the system nearly doubled, increasing from 44% to 82%

- Marked shift in ability to work in more agile, emergent ways

- Significant increases in core system leadership skills of coaching, listening, collaboration and navigating complexity

"*I have exposed my development areas and identified tools and approaches I can use to take these forward.*

We have started to apply a sprint approach. I am redesigning meetings with Chairs and Chief Executives to build in reflection time on how as well as the what.
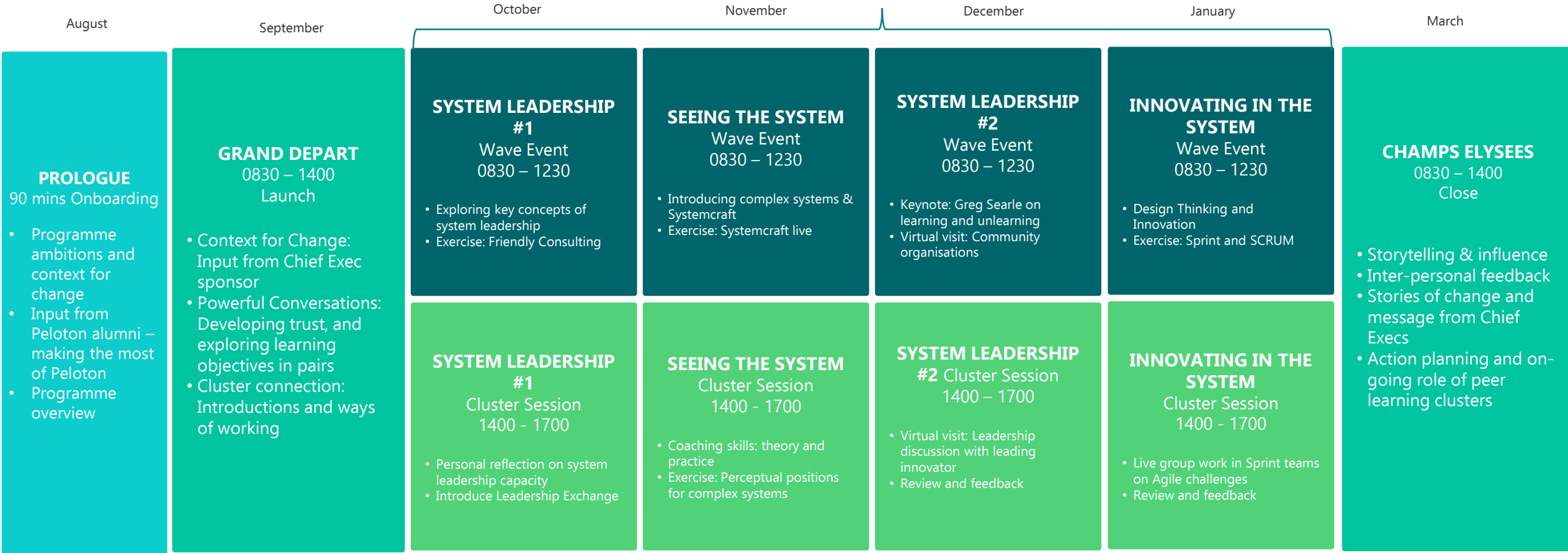
I have built in reflection time to my month. I am applying coaching techniques to my mentoring and one to ones. "

Peloton Wave One Participant

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Peloton Programme Overview 2020 - 2021

August

September

October

November

December

January

March

PROLOGUE
90 mins Onboarding

- Programme ambitions and context for change
- Input from Peloton alumni – making the most of Peloton
- Programme overview

GRAND DEPART
0830 – 1400
Launch

- Context for Change: Input from Chief Exec sponsor
- Powerful Conversations: Developing trust, and exploring learning objectives in pairs
- Cluster connection: Introductions and ways of working

SYSTEM LEADERSHIP #1
Wave Event
0830 – 1230

- Exploring key concepts of system leadership
- Exercise: Friendly Consulting

SEEING THE SYSTEM
Wave Event
0830 – 1230

- Introducing complex systems & Systemcraft
- Exercise: Systemcraft live

SYSTEM LEADERSHIP #2
Wave Event
0830 – 1230

- Keynote: Greg Searle on learning and unlearning
- Virtual visit: Community organisations

INNOVATING IN THE SYSTEM
Wave Event
0830 – 1230

- Design Thinking and Innovation
- Exercise: Sprint and SCRUM

CHAMPS ELYSEES
0830 – 1400
Close

- Storytelling & influence
- Inter-personal feedback
- Stories of change and message from Chief Execs
- Action planning and on-going role of peer learning clusters

SYSTEM LEADERSHIP #1
Cluster Session
1400 - 1700

- Personal reflection on system leadership capacity
- Introduce Leadership Exchange

SEEING THE SYSTEM
Cluster Session
1400 - 1700

- Coaching skills: theory and practice
- Exercise: Perceptual positions for complex systems

SYSTEM LEADERSHIP #2
Cluster Session
1400 – 1700

- Virtual visit: Leadership discussion with leading innovator
- Review and feedback

INNOVATING IN THE SYSTEM
Cluster Session
1400 - 1700

- Live group work in Sprint teams on Agile challenges
- Review and feedback

Leadership exchange – conducted in pairs

1:1 coaching sessions for each participant

Sprint Teams (Action Learning Sets) established

Agile Experiments launched and delivered

Note:
- Wave Events and Cluster Sessions to take place on different days
- 1:1 coaching to be offered on set days throughout the programme

Peloton Key Programme Elements

Element	What to expect	For who	When
Prologue (on-boarding webinar)	• Informally connect with Peloton participants and faculty • Meet Peloton alumni, • Reflect on how to maximise Peloton experience (including virtual learning)	Whole cohort	Participants join one 90 min webinar over late August/early September
Wave events (including Launch and Close events)	• Wave events are for the entire Peloton cohort (for circa 50 people) • Work on key programme content (Agile, Systemcraft, Design Thinking) • Connect and network across the entire Peloton cohort • Input and discussion with guest speakers and sponsors (including Margaret Heffernan, Greg Searle and more.)	Whole cohort	Launch & close event (both 4 hour sessions) plus 4 x 4 hour sessions, **Take place monthly** Usually delivered in the mornings
Cluster sessions	• In-depth exploration and practice of core programme content (Listening, Coaching, Adaptive Leadership) • Opportunity to build closer personal relationships with your cluster • Space for personal reflection, including journaling, podcasts and walking	Cluster groups of 10-12	4 x 3 hour sessions **each month** Usually delivered in afternoons **Take place on different days to Wave events**
Sprint teams (Action Learning Sets)	• Peer learning support in groups of 5 or 6 (created by sub-dividing Cluster) • Support each other make progress on key system issues • Opportunity to apply Agile methodology and work on sprints	Separate sessions for each Sprint Team	3-4 x 90 minute sessions, spread across the programme First one is facilitated, the rest are self-guided
Leadership Exchange	• Buddy pairs observe one another working in the system • Learn about system, organisations and individual leadership	Pairs	Observation commences during initial Wave events
1:1 coaching	• Protected time and space to focus on personal development as a system leader	Individual sessions	60 mins of coaching at the programme mid-point

Commitments and Next Steps

Places are limited for Peloton, please register your interest by **July 24th**. Doing so is easy and will take five minutes – just follow the link below:

https://www.smartsurvey.co.uk/s/CQ7JJ/

Please note:

- In the current context, much of Peloton will take place virtually, or in small group settings (depending on latest COVID-19 best practice).

- You will therefore need a laptop and a private space to join the virtual learning sessions, as you will participate throughout (i.e. these are not broadcasts!).

- Technical support is available for those newer to virtual learning.

- It's essential to attend every day of the Peloton programme. If you can't make the dates then you'll need to wait for the next cohorts to launch.

- Missing programme days will result in your organisation being charged for the cost of that day.

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We look forward to receiving your application

Healthier Together System Leadership

Development

June 2020

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Healthier **Together**

COCREATE