



# Inspire - RCSLT Leadership Programme 2024

Application pack

# Contents

|                             |    |
|-----------------------------|----|
| Foreword .....              | 3  |
| About the programme .....   | 4  |
| Programme outline .....     | 5  |
| Programme schedule.....     | 6  |
| Course dates.....           | 6  |
| How to apply .....          | 7  |
| Application timelines ..... | 7  |
| The ideal applicant.....    | 7  |
| Selection criteria.....     | 8  |
| Contributors.....           | 10 |

# Foreword

It is with great pleasure that we are launching – **Inspire** – the RCSLT Leadership Programme.

While I have been out and about across all four nations meeting our members and seeing the great work being done, one topic which has come up time and time again is the lack of leadership development opportunities for SLTs. This is why I have taken member feedback and requests, and with the help of a great team, developed a bespoke leadership programme which I am immensely proud of.

The aim of this programme is to provide our members with a learning experience which fulfils their leadership expectations from both an operational and strategic perspective. During the programme RCSLT will support you in understanding how your leadership behaviours affect the culture and climate you, your colleagues, and teams work in.

I hope many of you will use the programme to embark on your leadership journey with the support of your membership body.



**Steve Jamieson**  
**CEO, Royal College of Speech and Language Therapists**

# About the programme

The RCSLT Leadership Programme has been developed in collaboration with Real Healthcare Solutions Ltd. to inspire our RCSLT members to become future healthcare leaders.

The programme consists of two in-person days and three virtual seminars as well as self-directed learning.

The overall programme will support you to realise that what you do and how you behave will affect the experiences of patients and service users of your organisation, the quality of care provided, and the reputation of the organisation itself.

To be truly effective, leaders need to build a toolkit of knowledge, skills and behaviours that will set them, their teams and their organisations up for success.

Good leadership starts with self-awareness. Leaders must develop an awareness of their strengths and weaknesses, their preferred style and approach, and their emotional triggers; and learn how to manage, mitigate and maximise these for the benefit of their teams.

Leaders are role models, and the example they set has a huge impact on the organisational culture. So, it's critical that they first appreciate and then demonstrate the appropriate behaviours that build trust and promote a positive working environment – and do so authentically and consistently.

The leadership programme is funded by the RCSLT and free to participants, however travel and accommodation costs will not be covered.

For any queries please email [leadership@rcslt.org](mailto:leadership@rcslt.org).

# Programme outline

The programme will focus on three main domains:

- Understanding self-awareness
- Leading a team
- Promoting and developing your profession

|  |   |
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| <p><b>Understanding self-awareness</b></p>             | <ul style="list-style-type: none"> <li>• Space for personal reflection</li> <li>• Transferable leadership skills from other areas of life</li> <li>• Leadership styles and building self-efficacy</li> <li>• SpotlightPROFILE™ profiling</li> <li>• Strengths / development opportunities / personal drivers</li> <li>• Develop strategic thinking</li> </ul>               |
| <p><b>Leading a team</b></p>                           | <ul style="list-style-type: none"> <li>• Team dynamics (developing the environment)</li> <li>• Psychological safety</li> <li>• Understanding team vision</li> <li>• Role modelling</li> <li>• Leadership and management</li> <li>• Understanding and creating team culture</li> </ul>   |
| <p><b>Promoting and developing your profession</b></p> | <ul style="list-style-type: none"> <li>• Leadership journeys (inter and intra profession)</li> <li>• Networking (inter and intra profession)</li> <li>• Wider AHP engagement</li> <li>• Political influencing (working with power and influence)</li> <li>• Upskill to be part of RCSLT communities / projects / platforms</li> <li>• Build a learning community</li> </ul> |

# Programme schedule

## Course dates

### Programme launch (full day in person)

**Date:** Wednesday 16 October 2024

**Time:** 10.30am – 4.30pm

**Venue:** RCSLT conference room, 2-3 White Hart Yard, London, SE1 1NX

### Three evening seminars (virtual)

**Seminar 1** - Thursday 21 November 2024, 6.30pm – 8.30pm

**Seminar 2** - Thursday 16 January 2025, 6.30pm – 8.30pm

**Seminar 3** - Thursday 27 February 2025, 6.30pm – 8.30pm

### Programme follow up (full day in person)

**Date:** Wednesday 30 April 2025

**Time:** 10.30am – 4.30pm

**Venue:** RCSLT conference room, 2-3 White Hart Yard, London, SE1 1NX

# How to apply

To apply for the programme applicants will need to [complete the application form](#) which includes uploading a copy of their C.V. (max. 2 pages) and completing a 250-word expression of interest entitled:

**“How I believe this RCSLT leadership programme will assist my own professional development”**

Please note spaces are limited. For queries, please contact [leadership@rcslt.org](mailto:leadership@rcslt.org).

## Application timelines

Applications open: **10 June 2024**

Applications close: **midnight on 8 July 2024**

Announcement of successful candidates: **2 August 2024**

## The ideal applicant

- An RCSLT member who aspires to move from a more clinical role into team leader responsibility, within 12 months of programme completion and/or has been appointed as a lead within the last 6 months
- Excited to build your profile and extend your network, to influence key senior stakeholders and drive change
- A thirst for learning and personal development – aspiring to strengthening your capabilities to drive long-term career success
- The desire, determination and resilience to lead a team
- Passionate about being a speech and language therapist with a drive to support the profession and fellow peers and the willingness to further engage with RCSLT
- Available to attend all set programme dates in central London in person and the virtual evening seminars

- The support of a line manager and/or organisational permission to apply. If you are an independent practitioner a statement from a mentor supporting your attendance on the programme would be beneficial

RCSLT is committed to being an inclusive membership organisation. We welcome applications from everyone regardless of age, gender, ethnicity, sexual orientation, faith or disability.

## Selection criteria

Set selection criteria are utilised to ensure equal opportunity is embedded in the selection process for places on the programme.

For the first cohort of this programme there are 18 places available to all RCSLT members that fulfil the selection criteria and who are selected by the short-listing panel.

RCSLT especially welcome applications from our members working in Scotland, Wales, and Northern Ireland as well as England

| Essential Criteria |   | Desirable Criteria |
|--------------------|---|--------------------|
| <b>Experience</b>  |   |                    |
| 1.1                | Registered speech and language therapist  |                    |
| 1.2                | Member of RCSLT<br>All applicants must have held an RCSLT membership for at least 2 years (practising or non-practising) *  |                    |
| 1.3                | Post qualification experience – minimum 2 years   |                    |
| 1.4                | Aspiring to apply for a role with leadership responsibilities within 12 months of programme completion or appointed to a role with leadership responsibilities within the last 6 months |                    |



|                                 |  |   |
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| 1.5                             | Works within the four nations of the UK  |   |
| <b>Knowledge and attributes</b> |  |   |
| 2.1                             | Demonstrable leadership experience within the clinical setting   | Awareness of leadership styles within the clinical setting  |
| 2.2                             | Demonstrable examples of own leadership attributes   | Awareness of others' (within a team) leadership attributes  |
| 2.3                             | <p>Candidate is an advocate for speech and language therapy operationally</p> <p>Examples of operational advocacy would be:</p> <ul style="list-style-type: none"> <li>• Advocating for speech and language therapy provision as part of rehab e.g. working with the MDT to thread SLTs through other rehab such as working with OTs, and ensuring the speech and language therapy provision is not overshadowed by other rehab needs</li> <li>• Advocating for the importance of SLTs in an Early Years MDT when multiple professionals need to engage with the child and family</li> </ul> | <p>Candidate is an advocate for speech and language therapy strategically</p> <p>Examples of strategic advocacy would be:</p> <ul style="list-style-type: none"> <li>• Creation of business cases to address speech and language therapy service gaps</li> <li>• Collection, collation, analysis and presentation of data to highlight the importance of speech and language therapy</li> </ul> |

\*If you took a break in your membership at any time during this two-year qualifying period because of leave, you are still eligible to apply. Please provide supporting evidence of your leave, as part of your application.

# Contributors

## **Richard Shorney, BAC, MSc (Cardiff) Director, Real Healthcare Solutions Ltd.**

[www.realhealthcaresolutions.co.uk](http://www.realhealthcaresolutions.co.uk)

### **Course facilitator**

Richard has a unique and diverse background in healthcare and business. His skill set has been developed over the past 24 years in both clinical practice and having worked in the medical device and life sciences sectors.

Richard is the proud founder of Real Healthcare Solutions Ltd. that has been set up for the benefit of healthcare organisations; industry; the clinician and ultimately focused on improved outcomes for patients. Richard achieved his MSc in Wound Healing and Tissue Repair through the University of Wales, Cardiff. He has published articles in a number of peer reviewed journals.

Real Healthcare Solutions Ltd. has developed and facilitated AHP leadership programmes since 2018. Richard speaks passionately about leadership and global healthcare issues and has been fortunate to facilitate national healthcare leadership programmes; global advisory groups and DHSC steering groups.

## **Charlotte Colesby, MBA, BSc (Hons) Speech Pathology Deputy Chief AHP/Speech and Language Therapy Services Manager**

As an experienced speech and language therapist (SLT) with over 30 years NHS experience Charlotte takes pride in developing both the service she leads and in rooting this firmly within the context of system-wide development.

To this end Charlotte has supported a number of local colleagues new to management in speech and language therapy and is involved in both regional and national initiatives such as being deputy chair of the West Midlands Professional Leaders Forum and taking the SLT role on the Communication Consortium Grant panel at the request of RCSLT.

Charlotte is proud to have led the employers' side of the development of the SLT Apprenticeship Programme at BCU. In addition, Charlotte has completed an MBA part time while working full time, with the final year coinciding with the pandemic. More recently Charlotte has been seconded 1 day per week as Deputy Chief AHP in her NHS Trust.

## **Paul McGee**

[www.thesumoguy.com](http://www.thesumoguy.com)

Paul McGee is a visiting professor at the University of Chester and a Sunday Times bestselling author. He is recognised as one of Europe's leading speakers in the areas of change, resilience, well-being and self-leadership. Paul has worked with over 1,000 organisations worldwide and has spoken in 41 countries. His work has been endorsed by Sir Clive Woodward and has also seen him work for one of England's leading football teams, Manchester City as a performance coach/sport psychologist.

His style has been described as inspiring, engaging and entertaining – so be prepared to laugh as well as learn.

For further information on Paul's work please visit [www.theSUMOguy.com](http://www.theSUMOguy.com). You can connect with Paul via social media on Twitter and Instagram @thesumoguy

## **David Wylie, ProfM MSc FFPM RCPS (Glasg) Dean of Faculty, Royal College of Physicians & Surgeons (Glasgow)**

David has been involved in NHS podiatry and AHP leadership for over 25 years and is currently Dean of the Faculty of Podiatric Medicine within the Royal College of Physicians and Surgeons (Glasgow). He has two post-graduate degrees and has been psychometrically described as 'expressively optimistic'. His seminal research into AHP leadership and organisational culture, together with publications describing large scale service and system redesign, continue to provide national and international speaking opportunities.

David retired from his national Associate Director role in NHS Education for Scotland in 2023 and he now leads DAWN HealthCare Consultancy, building on his track record of delivering whole system redesign and cultural transformation to support radical improvements in service delivery, organisational performance and digital transformation.

## **Bruce Isdale, BCom, ACMA MBA**

### **Mindflick Practitioner**

Bruce is a leadership consultant and coach who is passionate about helping individuals and organisations to perform at their best. The first 13 years of Bruce’s career was in London, in finance and accounting, during which time he qualified as a Chartered Management Accountant. A number of years spent working in the Global Leadership Consulting business of a listed human capital firm brought him to the realisation that he was “too near the scoreboard, and not near enough the field of play”, prompting a change in career in 2013. Bruce has an MBA in Leadership and qualifying as an Executive Coach, and has since immersed himself in the world of human performance, delivering work in the UK and in South Africa. Bruce is accredited in all of Mindflick’s material including SpotlightProfile, SpotlightDynamics.

Spotlight is borne out of lessons learned in elite sport and helps people to understand how they might perform at their best by leveraging Adaptability and Mindset.

The Royal College of Speech and Language Therapists (RCSLT) is the professional body for speech and language therapists in the UK. As well as providing leadership and setting professional standards, the RCSLT facilitates and promotes research into the field of speech and language therapy, promotes better education and training of speech and language therapists, and provides its members and the public with information about speech and language therapy.

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