How to access senior non-clinical roles: more than a surgeon

Colette Marshall, Consultant Surgeon, Associate Medical Director, UHL

Chris Lake, Head of Professional Development, NHS Leadership Academy

Overview of session

- Why
- What
- How
- Pitfalls

Why:

- Making a contribution to wider NHS
  - Influencing care for larger set of patients
- Revalidation
- Preventing burn-out
- Prestige, CEAs, extra salary?

Why this work-shop? Unique issues facing women:

- Having babies
- Responsibilities in the home
- Glass ceiling
- Glass cliff
- Role models – lack of?
- Patriarchal hierarchies
- Senior positions – women under-represented
- Gender pay gap
- Other things – leadership styles, confidence, imposter syndrome?

What?

Leadership

- RCS
- Clinical senates
- NICE
- NCEPOD
- Clinical Networks
- Appraisal Lead

Management

- CD, Head of Service
- AMD
- MD, Responsible Officer
- CEO

Training/education

- Clinical supervisor
- Educational supervisor
- College tutor
- Training Programme Director
- Associate Dean/Sub-dean

Research

- Academic career
- Professor
- Associate Dean/Dean

Other – think laterally

- CCG
- Community trusts
- Medical Politics

How?

- In the face of all of these difficulties, what can ***you*** do to get ahead?

How?

- Get the right support
  - Networking
  - Mentoring
  - Coaching – self or professional
  - Peer group
    - Action Learning Set
  - Community of practice –
    - FMLM
    - WinS
  - Sponsors

How?

- Qualifications?
- Masters in Leadership or health services management
- MBA
- NHS Leadership Academy courses

How?

Behavioural skills – many transferable from surgery

- How to influence
- Negotiating skills
- Dealing with difficult people
- Resilience
- Reflective practice
- Emotional Intelligence
- Time management and productivity

How?

- Ensure the right people know about your aspirations
- Start reading HSJ (for leadership and management)
- Dress/think/behave at least one grade above your current one
  - Get into mind-set of role that you want
  - Tribal norms
- Develop your presence (see Amy Cuddy – youtube)
- Use social media, LinkedIn, Twitter
- Raise your profile
- Register with recruitment agencies

How: job applications

- Covering letter:
  - Be succinct
  - Think about your experience and USPs – link to job description
  - Fulfil all essential criteria and point this out in covering letter (use of a table)

- CV – keep short
  - Look at examples on LinkedIn
  - Summarise in a sentence what you achieved in role

How: getting to interview

- Psychometric testing – do some background reading
- Every conversation counts – you are being assessed from outset
- Meet with key individuals:
  - Who is influential?
  - See them before interview
  - Ask their views
  - Tell them back their views at interview – but add how ***you*** are going to achieve it

How: interviews

- STAR technique
  - Situation
  - Task
  - Action
  - Result
- Prepare set pieces and match to questions
- Practice
- Ooze confidence but not arrogance
- Favourite question:
  - Give example of when you have taken others with you (influencing skills)

Pitfalls

- No structured training programme
  - Skills learnt on the job
  - School of hard knocks
- Conflict with peers
  - The “dark side”
  - 20% of CEOs “psychopaths”
- Rewards
  - Financial does not compare to private practice
  - Gender pay gap
- Work life balance

Further reading:

- Be bulletproof – how to achieve success in tough times at work. Brookes and Brookes – *a practical guide on resilience*
- Amy Cuddy – TED talk on YouTube – *how to improve your presence using an unlikely technique*
- Persuasion Skills Black Box of Job Hunting Techniques, Rintu Basu – *practical advice on interviews etc*
- How to be a productivity Ninja: Worry less, achieve more and love what you do. Graham Allcott – *how to manage your time better – particularly with regard to e-mails*
- Dealing with Difficult People In a Week. Langford-Wood and Salter – *an inventory of the difficult types you will encounter – recognition in yourself and in others is the first stage to having a strategy for dealing with difficult people*
- The Rules of Management, Richard Templar – *good common sense rules that you ignore at your peril*
- The Rules of Work, Richard Templar - *ditto*
- FMLM website – *lots of resources but mostly for subscribers*
- NHS Leadership Academy blogs – *lots of interesting blogs in various aspects of leadership*
- Harvard Business Review – *lots of interesting bite-size articles available to non-subscribers*