Director of Leadership Development and Education

Candidate brief

Closing date: 5pm Friday 8 July 2022
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Welcome

Dear applicant

Thank you for your interest in joining the Faculty of Medical Leadership and Management (FMLM).

You will be joining us at an interesting and exciting time in our evolution as we have recently launched our new five-year strategy. This builds on an exciting foundation of 2,600 engaged UK and international members and fellows, widely adopted professional standards, a strong track-record in providing quality leadership development and support, and a healthy financial position.

The pandemic has clearly demonstrated the importance of effective medical leadership. FMLM is proud to have played a significant role in supporting doctors and dentists of all career stages at a crucial time and this work continues to expand by popular demand. This is a clear demonstration of our commitment to improving the quality of patient care through better medical leadership - the FMLM charitable aim.

FMLM’s small, diverse and agile team is friendly and energetic and consistently punches above its weight. With our rapid growth, we recognise the importance of a senior colleague as Director of Leadership Development and Education to lead the delivery and ongoing development of the FMLM leadership development and education strategy.

I look forward to receiving your application.

Yours faithfully

Mr Peter Lees MBE MB ChB MS FRCS FRCP SFFMLM
Chief Executive
Faculty of Medical Leadership and Management
About FMLM

The Faculty of Medical Leadership and Management (FMLM) was established in 2011 by all of the UK medical royal colleges and faculties as the UK professional home for medical leadership. It is a registered charity (no.1178741) with the charitable aim of improving patient care through better medical leadership. FMLM believes that all practicing doctors need leadership and management skills commensurate with the level at which they work and research evidence shows that better leadership and team-working are associated with improved care for patients and lower mortality.¹

To meet its charitable aims, FMLM groups its activities under three headings:

- Professionalisation of medical and dental leadership
- Research and dissemination of evidence in relation to medical and dental leadership
- Leadership development support (often multi-professional) to organisations and individuals.

Professionalisation of medical and dental leadership

To underpin the professionalisation agenda, uniquely FMLM has defined the Leadership and management standards for medical professionals and offers a bespoke 360 degree feedback tool and certification process for individuals to be benchmarked against these standards leading to fellowship of FMLM.

Furthermore, FMLM offers healthcare organisations the opportunity to be recognised for their investment in medical leadership by becoming FMLM affiliates. This is an explicit demonstration that an organisation has adopted the FMLM Standards and is committed to excellence in clinical leadership and supports its doctors and dentists to become better leaders.

Research into medical and dental leadership

The pandemic has demonstrated the enormous power of medical research. Research into medical leadership also has the power to enhance patient care through identifying the most effective types of clinical leadership and how to support clinicians to achieve them. FMLM supports a growing, internationally renowned collaboration of researchers in this important field as well as leading some research projects itself. It also makes a major international contribution to the promotion of research findings through its co-owned, journal, BMJ Leader and conference, Leaders in Healthcare.

Individual and organisational leadership development

FMLM offers niche leadership development for doctors and dentists in leadership and management roles, through a separate arm, FMLM Applied. The aim is to support healthcare teams, practices, organisations and systems to improve outcomes for patients and populations through effective leadership. FMLM Applied draws on research evidence and the FMLM standards to provide bespoke packages of support, tailored to the needs of clinical professionals within their teams and organisations. This work is increasingly recognised by the NHS at a national, regional and local level.

For more information visit our website www.fmlm.ac.uk.
Context for the appointment

The Director of Leadership Development and Education (DLDE) is a new role in FMLM and will be pivotal to continuing to meet our charitable and strategic aims. They join FMLM at an exciting time of significant growth, not least in the work of FMLM Applied and the Clinical Fellowship Schemes. There remains significant untapped potential for supporting the leadership development doctors and dentists at all career stages, including undergraduates. Therefore, sustainable growth and development through the design, delivery and evaluation of leadership development and education for doctors and dentists is key to the role.

The DLDE will be responsible for leading the clinical fellow schemes and several existing flagship leadership programmes. They will work closely with the senior management team, FMLM Applied Directors and Associates to grow the leadership development and education offer, harmonise development approaches and the adoption of research and evaluation findings in all activity.

The post holder will have expertise in models of leadership and leadership development especially with regards to the growing complexity of contemporary leadership challenges. They will have the ability and experience to lead, motivate and develop teams and colleagues.

The DLDE will be medically qualified, registered, with a licence to practice and in good standing, with the General Medical Council.

The DLDE will be part of the FMLM senior leadership team and will be jointly responsible for the delivery of strategic plans in accordance with the vision of the organisation and for the effective leadership and management of the organisation.
The organisation is led by a Board of Trustees who have ultimate responsibility for directing the affairs of the organisation, and ensuring that it is financially sound and sustainable, well-run, and delivering the charitable aims for which it has been established. Day to day responsibility for the organisation is devolved to the chief executive and senior management team.
### Job title:
Director of Leadership Development and Education

### Salary
£85-120k per annum (FTE), depending on skills and experience

### Hours
14 hours per week

### Location:
Ground Floor, 34 Red Lion Square, London WC1R 4SG
Hybrid working arrangements are currently in place.

### Contract:
Permanent

### Reports to:
Chief Executive

### Direct reports:
- CFS Programme Manager
- Events and programmes manager

### Works closely with:
- Chief Executive
- Medical Director
- Director of Research and FMLM Applied
- Director of Corporate Services
- FMLM team
- FMLM Associates

### Role purpose and scope:
The FMLM Director of Leadership Development and Education (DLDE) will lead the design, delivery and ongoing development of the FMLM leadership development and education strategy. The individual will be a salaried executive of FMLM, and accountable to the Chief Executive, working closely with the executive team and senior associates. The DLDE will be medically qualified and will be registered, with a licence to practice and in good standing, with the General Medical Council.

The post holder will be accountable for the clinical fellow and alumni schemes and the leadership development function and will work closely with the Directors of FMLM Applied. A major responsibility will be the growth, harmonisation of development approaches and the adoption of research and evaluation findings in all the development activity undertaken by FMLM and FMLM Applied.

The post holder will have expertise in models of leadership and leadership development especially with regards to the growing complexity of contemporary leadership challenges. It is expected that this post will attract significant new investment in FMLM programmes and contribute to the overall financial success of the organisation.

### Job description:
**Strategic**
- Formulate a leadership development and education strategy in partnership with the senior management team and in consultation with relevant stakeholders.
- Conduct a regular quality assurance review of all FMLM leadership development and education activities, evaluating strengths, weaknesses, risks and opportunities.
• Provide professional leadership in expanding FMLM’s portfolio of activities, including leadership and management educational and development events for members.

• Identify, recruit and integrate new, innovative or influential opinion leaders and leadership experts into FMLM educational and development events.

• Work with the senior management team to:
  o develop and deliver on FMLM’s strategy
  o build and grow key relationships with national bodies and stakeholders across all four nations and outside the UK
  o engage with stakeholders and members to ensure that the FMLM’s offer is relevant, effective, valued and sustainable
  o develop new products and services which generate income and contribute to its charitable aims.

• Share responsibility with the senior management team to ensure that:
  o governance and legal responsibilities of the organisation are met
  o finances and risks are effectively managed
  o staff are well-supported and developed in their roles.

Leadership development programmes

• Lead specific leadership development programmes including, but not limited, to the clinical fellow schemes, College Office Bearer’s Programme and other leadership development appropriate to doctors at different career stages.

• In partnership with the senior management team and key stakeholders, develop and implement the strategy for growing the FMLM offer to support medical and dental leaders by:
  o identifying needs and best practice modes of delivery
  o designing programmes and developing resources in support of leadership and management development across the business.
  o ensuring all FMLM delivered educational and training programmes and events are harmonised in their development approach; aligned in the delivery of key models; and evidence based through the integration of key research findings
  o promoting state of the art and relevant models to aid leadership development.

• Lead and support the expansion of the leadership development portfolio.

Clinical Fellow Schemes (CFS)

• Take overall accountability for all the clinical fellow schemes managed by FMLM.

• Lead and support the CFS management team in:
  o the smooth running of all schemes including the alumni scheme
  o the monitoring and evaluation of all schemes including the alumni scheme
  o fulfilling external contracts in relation to all schemes including the alumni scheme.

• Seek opportunities to enhance and grow the schemes.
• Maintain and nurture good relationships with stakeholders, host organisations and the faculty supporting the schemes.

**Undergraduate and postgraduate education and training**

• Endorse, recruit and provide leadership in developing and expanding FMLM’s support to medical schools and doctors and dentists in postgraduate training to develop their leadership curricula and educational and training events.

• Provide professional leadership mentoring and coaching to the FMLM trainee and student groups to ensure that they are able to successfully steer and influence FMLM’s position and reputation within their peer groups. Support them in developing strategies, opinion papers and educational events that align with the FMLM values, professional standards and key strategies.

**Services to members - general**

• Maintain and grow FMLM’s position as the UK professional home for medical leadership.

• Work closely with the Medical Director and the Professional Services team to ensure that leadership development activities are integrated with, support growth and enhance value of membership and fellowship of FMLM.

• Ensure that FMLM is a leading-edge organisation in defining the evidence base which underpins good medical leadership.

• Contribute as appropriate to the FMLM research agenda.

• Ensure FMLM serves all four member countries equally.

• Grow and develop niche leadership development opportunities for members.

• Role model the FMLM values and professional standards.

**The post holder will also:**

• Occasionally, perform any other duties appropriate to the role as reasonably required

• Seek to minimise environmental impact in the performance of the role and promote environmental sustainability within area of responsibility

• Comply with the Equality Act 2010, eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations with particular attention to the protected characteristics.

• Participate in team meetings and other meetings as required.

• Represent FMLM at external events.

• Adhere to all the FMLM’s policies, procedures and working practices.
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<thead>
<tr>
<th>Skills and experience</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td><strong>Education</strong></td>
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<tr>
<td>Educated to degree level or equivalent</td>
<td>✓</td>
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<tr>
<td>Medically qualified, registered with the GMC, holds a Licence to Practice</td>
<td>✓</td>
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<td>Fellowship of FMLM</td>
<td>✓</td>
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<tr>
<td>Postgraduate qualification in leadership and management</td>
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<td>Coaching qualification</td>
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<td><strong>Experience</strong></td>
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<td>Considerable experience as NHS Consultant or GP Principal or equivalent</td>
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<td>Significant experience in a senior medical leadership role within a healthcare organisation</td>
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<td>An understanding of health and social care policy, especially as it relates to leadership development and education</td>
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<td>Experience of working in a third sector organisation, and familiarity with principles and practices around good governance and legislative requirements</td>
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<td>Familiarity with the dynamics of a small to medium sized professional membership organisation</td>
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<td>Experience of working in a consulting or leadership development organisation</td>
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<td><strong>Leadership development</strong></td>
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<tr>
<td>Specialist knowledge of leadership and leadership development, both theoretical and practical</td>
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<td>Specialist knowledge of leadership ‘psychometric’ tools or assessments</td>
<td>✓</td>
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<tr>
<td>Skilled in the design and delivery of leadership development, education and training to doctors and clinical professionals at all career stages</td>
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<td>Demonstrable coaching / mentoring experience</td>
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<td><strong>IT</strong></td>
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<td>Excellent IT skills, including use of Microsoft Office and online learning systems and platforms, including continuous improvement</td>
<td>✓</td>
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<td><strong>Communications</strong></td>
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<tr>
<td>Experience of building muti-faceted relationships within complex and technical teams and organisations, locally, nationally and internationally</td>
<td>✓</td>
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<td>Highly impactful written and verbal communication skills across different disciplines, maximising different communications mediums with ease</td>
<td>✓</td>
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<td>Credibility with senior leaders in national bodies</td>
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<tr>
<td><strong>Leadership and management</strong></td>
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<td>Line and performance management experience</td>
<td>✓</td>
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<td>Track record in self, team, organisational and system leadership development</td>
<td>✓</td>
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<td>Appreciation of the importance of added value and interpersonal skills when managing a small team</td>
<td>✓</td>
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<td>Proven ability to prepare and implement strategies and to manage, monitor and evaluate progress</td>
<td>✓</td>
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<tr>
<td>Skills and experience</td>
<td>Essential</td>
<td>Desirable</td>
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<td>Strong organisational, financial, HR and project management skills</td>
<td>✓</td>
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<td>Evidence of leading complex projects and programmes with multiple stakeholders and priorities</td>
<td>✓</td>
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<td>Evidence of developing new business opportunities and income generation</td>
<td>✓</td>
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<tr>
<td>Ability to work under pressure, adapt to changing priorities and conflicting demands and meet deadlines</td>
<td>✓</td>
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<tr>
<td><strong>Personal attributes</strong></td>
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<td>Professional, articulate and adaptable</td>
<td>✓</td>
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<td>Willingness to work flexibly and occasionally be available for evening and weekend work and to travel throughout the UK and beyond</td>
<td>✓</td>
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<td>A high level of drive, enthusiasm and passion for leadership in the health service</td>
<td>✓</td>
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<td>Strategic thinking and adroit influencing skills</td>
<td>✓</td>
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<td>Commitment to equality, diversity and inclusion and an understanding of how to demonstrate this within the role and organisation</td>
<td>✓</td>
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Benefits

FMLM believes that its employees are its most valuable asset and is committed to attracting and retaining the very best. This document provides an overview of the current benefits available to all staff who are eligible.

Generous holiday entitlement
27 days annual leave for non-managerial roles and 29 days for managerial and above (plus statutory holidays). Holiday entitlements are calculated pro rata for part-time employees.
Two additional days are given after 5 years of service, and a further three days after 10 years’ service.
If an employee completes their fifth or 10th year of service part way through a holiday year, their increased entitlement will be pro-rated and added to their annual leave entitlement.

Pension scheme
FMLM operates defined benefit pension scheme.

Eye care
FMLM contributes £20 towards the cost of an eye examination and £50 when glasses are prescribed for computer screen work.

Flexible working policy
FMLM recognises the importance of helping its employees balance their work and home life by offering flexible working arrangements that enable them to balance their working life with other priorities, including parental and other caring responsibilities, life-long learning, charity work, leisure activities and other interests. In turn, it recognises that staffing levels must always remain in line with the demands of the business.

Family friendly policies
FMLM has several family friendly policies, comprising of paternity, parental and adoption leave. FMLM has also introduced an enhanced maternity pay benefit for those employees with at least two years of continuous service at the date maternity leave commences.

E-learning platform
FMLM provide all staff with access to an extensive online training platform. The current provider is The Charity Learning Consortium. In addition to mandatory training courses, there are lots of available resources.

Employee Assistance Programme
FMLM provide all staff with free access to an Employee Assistance Programme for information and counselling services. The EAP, which is provided by The Validium Group, is available 24 hours a day, 365 days a year. Areas of support include the following: counselling, legal, financial and debt services, health and wellbeing and manager support.
How to apply

For an informal conversation about the role, please contact the Chief Executive, Peter Lees via email peter.lees@fmlm.ac.uk

Application is by way of CV with a Supporting Statement that should set out your motivations for applying and how your work experience to date meets the scope of the responsibilities. As a general guide, your Supporting Statement should be around two sides of A4. We will also require a completed equality and diversity monitoring form (Appendix A).

Applications should be sent via email to yasmin.ali@fmlm.ac.uk.

Applications should be received by 5pm on 8 July 2022.

Selection process and timescales
Interviews are expected to take place on either 19, 20 or 21 July 2022.

The intention is to hold the interviews online or on-site at the FMLM offices and in full compliance with the legal requirements and Government guidance for the containment of the spread of COVID-19 that apply at the time.

Accessibility
Please let us know if you have any special requirements which we might need to consider in relation to the selection process, e.g., attending interview, completing any part of the selection process. Any requests will not be taken into account in the selection process.

References:

Appendix A – FMLM Equality & Diversity Monitoring Form

The Faculty of Medical Leadership and Management wishes to meet the aims and commitments set out in its Equality and Diversity policy. This includes not discriminating under the Equality Act 2010 and building an accurate picture of the make-up of our Boards and Committees in encouraging equality, diversity and inclusion.

The organisation needs your help and co-operation to enable it to do this but filling in this form is voluntary. The information provided will be managed in accordance to the Data Protection Act 2018, will be used for monitoring purposes and will be kept confidential.

If you have any questions about the form, contact the Director of Corporate Services, Yasmin Ali via yasmin.ali@fmlm.ac.uk

Please return the completed form to yasmin.ali@fmlm.ac.uk

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**Gender**

- Male ☐
- Female ☐
- Intersex ☐
- Non-binary ☐

Prefer not to say ☐

If you prefer to use your own gender identity, please state:

Is the gender you identify with the same as your gender registered at birth?

- Yes ☐
- No ☐
- Prefer not to say ☐

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**Age**

- 16-24 ☐
- 25-29 ☐
- 30-34 ☐
- 35-39 ☐
- 40-44 ☐
- 45-49 ☐
- 50-54 ☐
- 55-59 ☐
- 60-64 ☐
- 65+ ☐
- Prefer not to say ☐

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**What is your ethnicity?**

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please tick the appropriate box:

- Asian or Asian British
  - Indian ☐
  - Pakistani ☐
  - Bangladeshi ☐
  - Chinese ☐
  - Prefer not to say ☐

Any other Asian background, please state: Click or tap here to enter text.

- Black, African, Caribbean or Black British
  - African ☐
  - Caribbean ☐
  - Prefer not to say ☐

Any other Black, African or Caribbean background, please state:
**Mixed or Multiple ethnic groups**
White and Black Caribbean ☐  White and Black African ☐  White and Asian ☐  Prefer not to say ☐

Any other Mixed or Multiple ethnic background, please state:

**White**
English ☐  Welsh ☐  Scottish ☐  Northern Irish ☐  Irish ☐  British ☐  Gypsy or Irish Traveller ☐  Prefer not to say ☐

Any other White background, please state:

**Arab**
Arab ☐  Prefer not to say ☐

Any other ethnic group, please state:

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**Do you consider yourself to have a disability or health condition?**
Yes ☐  No ☐  Prefer not to say ☐

What is the effect or impact of your disability or health condition on your work? Please state:

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The information in this form is for monitoring purposes only. If you believe you need a ‘reasonable adjustment,’ then please discuss this with the FMLM Director of Corporate Services.

**What is your sexual orientation?**
Heterosexual ☐  Gay ☐  Lesbian ☐  Bisexual ☐  Asexual ☐  Pansexual ☐  Undecided ☐  Prefer not to say ☐

If you prefer to use your own identity, please state:

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**What is your religion or belief?**
No religion or belief ☐  Buddhist ☐  Christian ☐  Hindu ☐  Jewish ☐  Muslim ☐  Sikh ☐  Prefer not to say ☐

If other religion or belief, please state:

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Do you have caring responsibilities? If yes, please tick all that apply

None ☐
Primary carer of a child/children (under 18) ☐
Primary carer of disabled child/children ☐
Primary carer of disabled adult (18 and over) ☐
Primary carer of older person ☐
Secondary carer (another person carries out the main caring role) ☐
Prefer not to say ☐