

Learning Sets-

Expect the unexpected

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**Health Service Management Innovation
Council**

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Retention?

- Why we stay....
- Why we leave....

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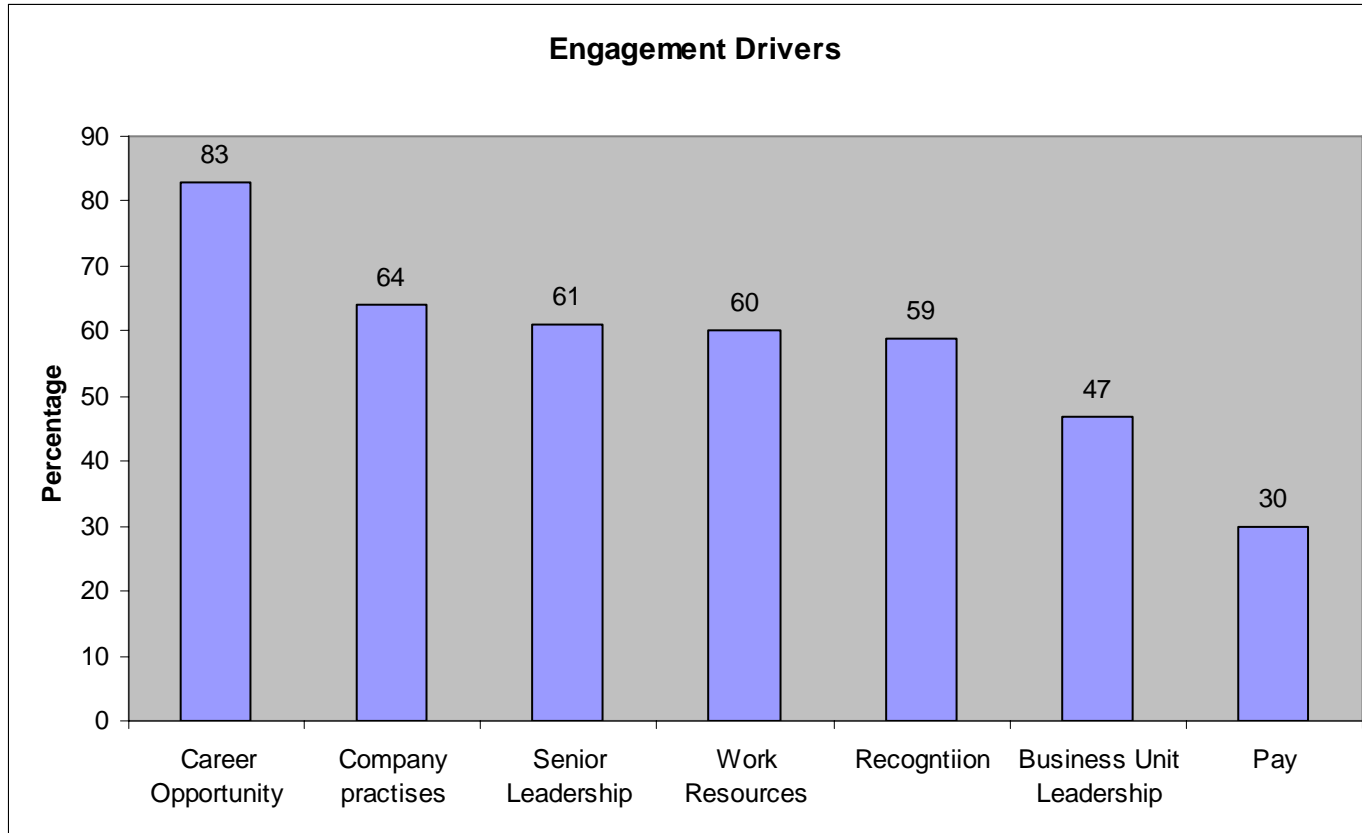
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The Place to Be

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What the stats tell us



From Hewitt 2007

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In Victoria...

Focus on Leadership and management development:

- Reform
- Culture
- Clinical Engagement
- Patient Outcomes
- Efficiencies

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Our response

- Lead and support management innovation and improvement
- Focus on areas that need reform or improvement
- Learn from what is working well
- Add value through innovation, reform and improvement
- Support leadership and management development

New LINK Model

The LINK Model

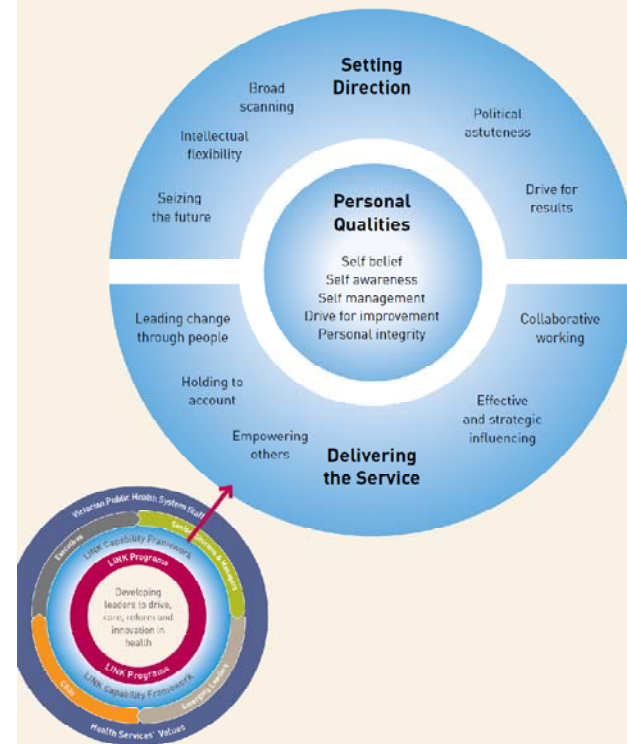
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 NETWORKS
 KNOWLEDGE

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LINK Capability Framework

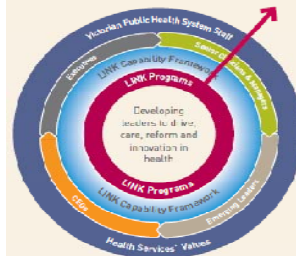


The LINK Model uses the NHS Leadership Qualities framework to enable Victorian public health sector leaders to assess their potential development opportunities.

Learning Sets – where they fit

LINK Development Programs

TARGET GROUP	PROGRAM	BROAD STRUCTURE
CEOs	Pilot To be designed	360 degree feedback Self assessment Workshops Guest Speaker Forums Executive Coaching Moments with the Minister / Secretary Evaluation
EXECUTIVES	Pilot To be designed	360 degree feedback Self assessment Workshops Guest Speaker Forums Executive Coaching Senior mentor Session with the Secretary Organisation change initiative Evaluation
SENIOR CLINICIANS AND MANAGERS In collaboration with clinical networks and VOC	To be designed	Forums / guest speakers Coaching Self assessment / 360 optional Workshops Project / health service initiative / work placement Access to government Evaluation
EMERGING LEADERS	Learning sets	Learning Sets Learning Set Alumni Forums Evaluation
	Program to be designed	Workshops Self assessment Project Mentor Evaluation
ALL GROUPS	Formation of Mentoring Panel	Selection Development Support



The LINK Development Program addresses the identified needs for leadership development across the Victorian public health sector

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Learning sets

- To build innovation and a positive culture across the health system;
- To enhance leadership and management capabilities across the sector, particularly in relation to
 - Change management
 - Managing up
 - Management tools and processes
- Now in their third successful year

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Learning sets – How they began

- Began in 2007 as a method of introducing and encouraging management innovation
- Equips individuals and organisations to respond more effectively to change.
- Involves working on real problems, in real time and focuses on learning and actually implementing solutions.

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How they work

- Facilitated small group with common contexts and issues
- Capacity for management innovation through building support, knowledge, skills and problem solving ability
- Action learning requiring identification of barriers to personal and organisational effectiveness
- Individual workplace issues are discussed, and problem solving and strategic action is agreed with set peers
- Outcomes reviewed and lessons and new knowledge noted in context of management theory and research around change and innovation.

From VHSMIC Action Learning Sets Project 2008. Dr Cathy Balding, Prof Sandy Leggat, JulieAnn Anderson

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Some Results

- Minimal impact on workplace effectiveness
- Significant change in self efficacy and empowerment (individual development)
- Significant impact on psychological safety (self confidence and pro-activity)

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Best Outcomes – the unexpected

- Able to analyse issues differently (e.g. see different sides, analysis before solution, bigger picture)
- Focus on things I can control
- Allow myself to be human and make mistakes
- Seeking others' input is a legitimate management tool
- Using learning set methods with my teams (More likely to use a project or change framework or tools)
- Access more resources outside workplace

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Next steps

- Deliver programs as designed
- Grow the LINKed Set Alumni
- Expand Learning Sets to Director levels
- Collaborate with other programs
- Evaluate to continually meet needs and add value

One final thought.....

“Almost 90% of managers believe employees leave because of 'pull' factors such as better pay or career opportunities - rather than 'push' factors that occur long before employees start looking for greener pastures. Organisations that keep ahead of these realities will reap the rewards of sustained competitive advantage”

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Key messages for all who want to retain staff

- Invest in the development of your staff
- Invest in the development of your managers
- Legitimise peer support and encourage helping one another at all levels

So you can expect the unexpected