

Module I	Monday February 7	Tuesday February 8	Wednesday February 9	Thursday February 10	Friday February 11
8:00 am	<i>Continental Breakfast Available</i>				
8:30 am	INTRODUCTION J. D'CRUZ D. KNOWLES G. MURRAY	GOLDEN NUGGETS (Reflections on the previous day's learnings) – Gale & Joe			
9:30 am		TRANSFORMING ORGANIZATIONS: <i>GENERAL ELECTRIC</i> BRIAN GOLDEN	EMOTIONAL & POLITICAL INTELLIGENCE 2: CO-CONSULTING GROUPS DAVID KNOWLES	EMOTIONAL & POLITICAL INTELLIGENCE 3: POLITICS IN THE ORGANIZATION DAVID KNOWLES	INFLUENCING GOVERNMENT GEORGE FLEISCHMANN
10:30 am					PANEL DISCUSSION ELAINE TODRES JEFF LOZON ELIZABETH WHITMER (invited)
12:30 pm	<i>Lunch</i>	<i>Lunch & Personal Time</i>	<i>Lunch & Personal Time</i>	<i>Lunch & Personal Time</i>	<i>Lunch & Personal Time</i>
2:00 pm	EMOTIONAL & POLITICAL INTELLIGENCE 1: WORKING IN TEAMS DAVID KNOWLES	TRANSFORMING ORGANIZATIONS: <i>CANADIAN RADIATION ONCOLOGY SERVICES</i> BRIAN GOLDEN	GOVERNANCE BRIAN GOLDEN	EXTERNAL RELATIONS: COLLABORATING ACROSS INSTITUTIONS (NETWORKS) D'CRUZ & McKNEALLY	CONCEPT OF STRATEGY FOR HEALTHCARE: TRIFOCAL VISION JOSEPH D'CRUZ
5:00 pm	BREAK	BREAK	BREAK	BREAK	<i>5:00 pm Adjourn</i>
	5:15pm INTRODUCTION TO UK MODULE: PREPARATION FOR THE 360° FEEDBACK EXERCISE DAVID KNOWLES	5:15 pm DIALOGUE WITH CEO <i>CHAIR: G. MURRAY</i> SHIRLEY SHARKEY	5:15 pm PANEL DISCUSSION ON SYSTEM INTEGRATION <i>CHAIR: GALE MURRAY</i> H. MacLEOD T. CLOSSON S. GLOUBERMAN	5:15 pm DIALOGUE WITH CEO <i>CHAIR: G. MURRAY</i> H. SHORT	
6:15 pm	<i>Adjourn</i>	<i>Optional Pub</i>	<i>Adjourn</i>	<i>Optional Pub</i>	

Module 2: Study Tour

April 18-22, 2005

Monday April 18	Tuesday April 19	Wednesday April 20	Thursday April 21	Friday April 22
8:30	<i>Continental Breakfast Available</i>		<i>Travel to Wandsworths</i>	<i>Continental Breakfast</i>
8:45 RECONNECTIONS & REVIEW David Knowles Gale Murray	8:30 PRIMARY CARE TRUSTS Alwyn Williams	8:30 THE DEPARTMENT OF HEALTH Margaret Edwards	9:00 ORGANISATIONAL FEEDBACK EXERCISE: CAMDEN PRIMARY CARE TRUST	8:30 STRATEGIC H.R. & WORKFORCE Annie Brough
9:30 UK HEALTH CARE DELIVERY SYSTEM: AN INTRODUCTION David Knowles	<i>10:00 Break</i>	<i>9:30 Break</i>		<i>9:45 Break</i>
	10:15 THE FUNDING PROCESS IN THE NHS Alan Goldsman	9:45 PLENARY REVIEW		10:00 HEALTHCARE COMMISSION Anna Walker
		11:15 <i>Break & Co-CONSULTING GROUPS</i>		11:15 <i>Break</i>
12:30 <i>Lunch</i>	11:45 PLENARY REVIEW	12:15 ORGANISATIONAL FEEDBACK EXERCISE		11:30 PLENARY REVIEW
	12:30 ORGANISATIONAL FEEDBACK EXERCISE	12:45 <i>Lunch & Time to walk to the Courtauld Institute</i>		12:00 NHS LEADERSHIP QUALITIES FRAMEWORK David Knowles
	12:45 <i>Lunch</i>	14:00		12:45
13:15 THE 360° FEEDBACK EXERCISE	13:30 <i>Time to walk to University College Hospital</i>	THE COURTAULD INSTITUTE	14:45 <i>Travel to the King's Fund</i>	13:00 Co-CONSULTING GROUPS
14:30 MYERS BRIGGS (MBTI) Sue Machell	14:00 VISIT TO UNIVERSITY COLLEGE HOSPITAL NHS FOUNDATION TRUST	Ghislaine Kenyon	15:30 PLENARY REVIEW	EVALUATION & CLOSURE
		16:45 <i>Time to walk to Guy's Hospital</i>		
17:30 <i>Evening Free</i>	Jonathan Michael	17:30 VISIT TO THE OLD OPERATING THEATRE MUSEUM Harold Ellis	THE ROLE OF THE STRATEGIC HEALTH AUTHORITY Julie Dent	13:15 <i>Lunch & Adjournment</i>
	17:45 DINNER - CHEZ GARRARD (Optional)	18:00	16:30	
	19:30 THE NATIONAL THEATRE - HENRY IV (Optional)	<i>Evening Free</i>	18:45 DINNER AT CALDESI, MARYLEBONE LANE (Optional)	
			21:30 PUB THEATRE: A POLITICAL REVUE, LITTLE VENICE <i>(Optional)</i>	

Module III	Monday June 13	Tuesday June 14	Wednesday June 15	Thursday June 16	Friday June 17
8:00 am	Continental Breakfast Available				
8:30 am	INTRODUCTION TO MODULE: PROGRAM TO DATE	GOLDEN NUGGETS (Reflections on the previous day's learnings)			
9:00 am					
	9:15 LEADING CHANGE- HARNESSING CHANGE IN HEALTH CARE GALE MURRAY	TRANSFORMING ORGANIZATIONS: (CLEVELAND TWIST DRILL) BRIAN GOLDEN	STRATEGY 1: FORMAL PLANNING VS. EMERGENT STRATEGY JOSEPH D'CRUZ	SIMULATION 2: CRAFTING AND IMPLEMENTING A PLAN FOR CHANGE JOSEPH D'CRUZ/ GALE MURRAY	STRATEGY 2: INTRA- ORGANIZATIONAL STRATEGY JOSEPH D'CRUZ
12:00 pm	Lunch				
1:00 pm	CO-CONSULTING DAVID KNOWLES	CHANGE 2: NEGOTIATING CHANGE (Negotiation Exercise) GLEN WHYTE	CO-CONSULTING DAVID KNOWLES	SIMULATION 3: IMPLEMENTATION AND REFLECTION ON TEAM RESULTS AND BEHAVIOUR JOSEPH D'CRUZ/ GALE MURRAY	CO-CONSULTING DAVID KNOWLES
	1:30 CHANGE 1: LEADING CHANGE: THE NEW BEGINNING (12 ANGRY MEN) BRIAN GOLDEN		2:30 SIMULATION 1: DIAGNOSING THE READINESS FOR CHANGE JOSEPH D'CRUZ/ GALE MURRAY		2:30 CHANGE 3: SUSTAINING CHANGE (JOHNSONVILLE SAUSAGE) BRIAN GOLDEN
4:00 pm	4:15 pm	Break		Break	5:00 pm Adjourn
		DIALOGUE WITH CEO CHAIR: GALE MURRAY JIM MACLEAN		DIALOGUE WITH CEO CHAIR: GALE MURRAY MICHAEL DECTER	
5:30 pm	Adjourn	Optional visit to Madison Pub	Adjourn	Optional visit to Madison Pub	

Mod IV	Monday August 22	Tuesday August 23	Wednesday August 24	Thursday August 25	Friday August 26
8:00 am	Continental Breakfast Available				
8:30 am	RECONNECTION CIRCLE	GOLDEN NUGGETS JOSEPH D’CRUZ	PLENARY REVIEW DAVID KNOWLES	GOLDEN NUGGETS JOSEPH D’CRUZ	PLENARY REVIEW DAVID KNOWLES
9:00 am		LEADERSHIP 2: BUILDING YOUR PERSONAL LEADERSHIP AGENDA JIM FISHER	STRATEGY: THE STRATEGY FOCUSED ORGANIZATION AND BALANCED SCORECARD JOSEPH D’CRUZ	LHINS JOSEPH D’CRUZ	EMOTIONAL INTELLIGENCE: THE NEW CEO CASE DAVID KNOWLES
9:30 am	FOLLOW UP FROM MODULE 3 JOSEPH D’CRUZ				
12:00 pm	Lunch & Personal Time	Lunch & Personal Time	Group Photo	Lunch & Personal Time	Lunch & Program Evaluation
12:15 pm			Lunch & Personal Time		
1:00pm	LEADERSHIP 1: LEADERSHIP & MANAGEMENT JIM FISHER	SYSTEM TRANSFORMATION – CASE V.H.A. JOSEPH D’CRUZ	EMOTIONAL INTELLIGENCE: LEADERSHIP STYLES DAVID KNOWLES	EMOTIONAL INTELLIGENCE: WORKSHOP AND FEEDBACK DAVID KNOWLES	
1:30pm					EVALUATION AND PROGRAM FEEDBACK
3:00 pm					SUSTAINING THE LEARNING AND MAINTAINING THE NETWORK
4:00 pm	Break				
4:15 pm	CO- CONSULTING GROUPS DAVID KNOWLES	DIALOGUE WITH CEO CHAIR: GALE MURRAY BONNIE ADAMSON	CO- CONSULTING GROUPS: LEADERSHIP STYLES DAVID KNOWLES	DIALOGUE WITH CEO CHAIR: GALE MURRAY TBA	Graduation Ceremony
5:00 pm		Adjourn			Adjourn
5:30 pm	Optional visit to Madison Pub		Optional visit to Madison Pub	Break	
				6:00 pm Final Reception & Dinner	