

Collective Brilliance:

Increasing Governing Body Effectiveness



Client Situation: Along with the rest of the NHS, Surrey Downs Clinical Commissioning Group were going through unprecedented change, and had just been placed into special measures by the NHS. They needed to urgently improve financial performance along with strategic leadership and governance. They also wanted to raise the effectiveness of the Governing Body in order to speed up decision making, improve the quality of exploration of complex healthcare issues, and embed new members into the Governing Body team as quickly as possible. All of this whilst continuing to provide strategic leadership to the organisation during an period of uncertainty and change.

The Solution: We used our unique Collective Brilliance approach to work closely with the Clinical Chair and Accountable Officer to design and run a series of seven development workshops. In particular the sessions:

- ❖ Blended 'micro-learning' skills and self-awareness sessions with facilitating and observing the Governing Body members during working sessions.
- ❖ Used the 'working live' methodology of high impact team coaching to enable the Governing Body members to gain maximum value from the available time.
- ❖ The approach allowed the group to focus on important topics they need to address whilst at the same time develop their ways of working and improve effectiveness.

Impact: The Governing Body found this approach refreshing and effective, making efficient and effective use of their meetings and development sessions, adding value by:

- ❖ Developing their ability to explore complex and challenging issues in an open and transparent way
- ❖ Deepening their relationships and building trust
- ❖ Higher quality listening with greater attention to each other's contributions
- ❖ More open conversations with informed decision making
- ❖ Developing shared understanding and exploring complex issues in more depth by slowing down the pace
- ❖ Raising awareness of helpful and unhelpful habits and patterns of working

Feedback from the Clinical Chair of the Governing Body

"We couldn't have achieved what we did at our Board meeting today without the work you've done with us over the last 6 months. We're all better equipped individually and collectively to lead our organisation through the next stage of transformation. We know we will need to make tough decisions but feel we can explore difficult conversations and decisions in a more effective way now"



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