



by The King's Fund

Course prospectus

- Each ShiftWorks course is CPD accredited by the CPD Certification Service, and comes with a certificate of completion.
- Every course has been designed to take somewhere between 8-12 hours. Learning is self-paced, so learners can go at their own pace and to whatever depth they choose.
- Every course is issue driven and grounded in the lived experience of the health and care workforce. We have commissioned ethnographic films, photography and audio to bring the different topics to life.
- The courses are packed full of models, activities, downloads and coaching prompts. In every lesson there are also links to specially selected further reading and video content, allowing learners to dive deeper on particular topics.
- ShiftWorks courses are highly visual and accessible to learners regardless of their experience or status. We take sophisticated concepts and present them in ways that anyone can connect with and apply in their work.
- Although the courses are asynchronous and self-paced, peer learning plays a big part in our approach. We actively encourage, facilitate and prompt learners to share their experience and ideas in the comments section.
- Two full-time leadership consultants actively moderate, coach and facilitate the courses, and are available to offer support seven days a week.





Warm Up

Managing and leading with kindness and compassion

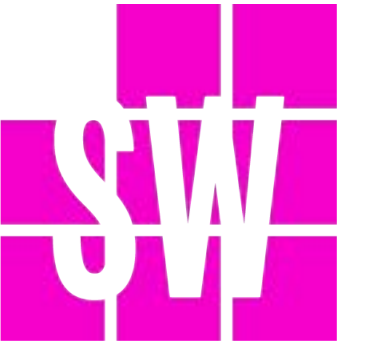
Kindness and compassion ought to be a given in health and care work, but in a system under immense pressure they can't be taken for granted. This introductory course positions kindness and compassion as radical acts of resistance in the face of systemic unkindness, and covers the essential knowledge, skills and practices of kind and compassionate management and leadership.

Learning outcomes

- Clarify the difference between concepts of kindness and compassion.
- Describe the evidence for the impact of kindness and compassion on staff wellbeing and performance, patient/service user outcomes, and inclusion.
- Distinguish compassion from wise compassion in management and leadership practices.
- Appraise the wider systemic issues that mitigate against kindness and compassion in health and care workplace cultures.
- Apply techniques to develop self-compassion and a kind and compassionate management/leadership practice.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none">• What are kindness and compassion?• New radicals• Compassion is not enough	<ul style="list-style-type: none">• For quality care• For resilient and creative colleagues• For an inclusive culture	<ul style="list-style-type: none">• Have self-compassion• Listen, attend to, understand and help others• Be more curious





Connect For

Healthy, high-performing teams

Despite the fact almost all of us work in a team, pretty much all the training and development you get is aimed at individuals. This makes no sense, so we designed this course for and about teams of all shapes and sizes. This course works best if you do it with your teammates and comes packed with activities and resources to help you learn and improve together.



Learning outcomes

- Define the ingredients of a healthy and high-performing team
- Recognise psychological safety as the foundation of effective teamwork
- Redefine healthy conflict as an essential and creative force in teamwork
- Describe strategies for building shared commitment, accountability and success
- Initiate activity that builds a culture of continuous learning and improvement in your team.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • What team? • How we perform • Our team dynamic • How teams do and don't learn 	<ul style="list-style-type: none"> • Feeling safe • Being included 	<ul style="list-style-type: none"> • Big feelings! • Disagreeing well
Chapter 4	Chapter 5	Chapter 6
<ul style="list-style-type: none"> • Who are we and what do we value • What are we trying to do? 	<ul style="list-style-type: none"> • Setting standards for ourselves and our work • Maintaining standards 	<ul style="list-style-type: none"> • Sharing the success



On Call

Clinical leadership matters

Much of the leadership across health and care comes from clinicians, and this matters not just because leaders with clinical roles offer distinct insight, but because they also bear professional accountability for patient / service user safety and risk. This introductory course draws on the experience of three different clinicians leading in different health and care settings to bring the challenges of this unique context to life.

Learning outcomes

- Recognise the different context clinical leaders operate in.
- Explain how socially constructed beliefs about leadership shape leadership styles and practices.
- Describe different types of organisational problem and the strategies best placed to solving them.
- Define the adaptive leadership behaviours required for different situations and problems.
- Identify different interpersonal strategies to help you influence beyond your authority.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • Why clinical leadership matters • The problem with leadership • Zombie ideas that just won't die 	<ul style="list-style-type: none"> • Thinking with your whole body • Identifying and solving problems • The art of opposable thinking 	<ul style="list-style-type: none"> • Agreement and certainty • Adapting your leadership • Leading beyond your authority



Step Up

People management essentials

Health and care is full of ‘accidental managers’ - individuals doing their best without any training in or preparation for management. This course is both a proper induction to people management and a celebration of good managers. It’s full of practical advice from experienced managers working across health and care, and is for anyone in, or aspiring to be in, their first management job.

Learning outcomes

- Assess the strengths and weaknesses of your preferred style of management.
- Recognise the importance of accountability and feedback in establishing trusting relationships with colleagues.
- Identify your role in developing those you manage, and in dealing with issues of underperformance.
- Make distinctions between power and authority and their uses when managing relationships and organisational politics.
- Explain the importance of self-differentiation in managing your boundaries and workplace stress and distress.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • What’s the role of a manager? • Am I a leader as well as a manager? • What does it mean to be accountable? • Who will look after me? 	<ul style="list-style-type: none"> • What’s my blueprint for management? • How do I help, supervise and develop people? • How do I deal with underperformance? • How do I know if I’m doing a good job? 	<ul style="list-style-type: none"> • How do I manage awkward relationship dynamics? • How do I get people to trust me while maintaining boundaries? • How do I manage organisational politics? • How do I manage other people’s distress?





Lead Well

For health and wellbeing in the workplace

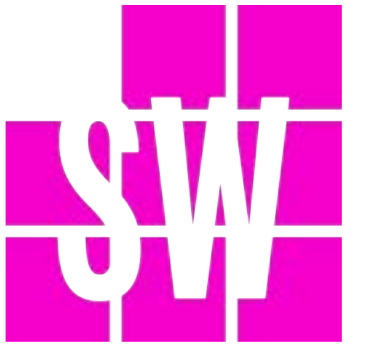
The question of workplace health and wellbeing is often approached as though the answer to excessive workloads, toxic cultures and a distressed system is better self-care. This course takes a much more holistic view of the issue and explores a range of management and leadership practices to help you create a healthier workplace for both you and your colleagues.

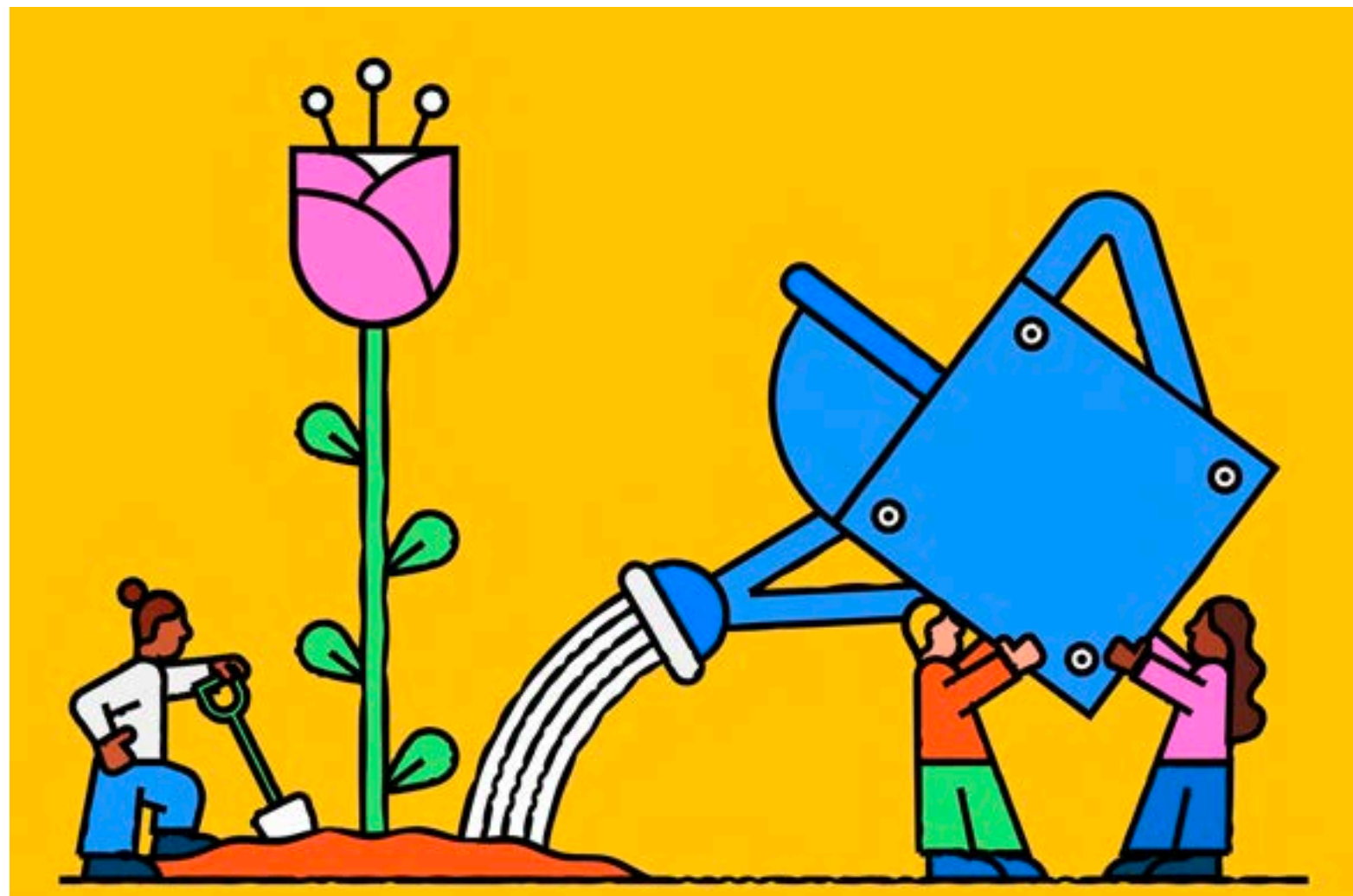
Learning outcomes

- Identify the influence that your personal relationship to work has on your performance and experience of pressure.
- Recognise the systemic and root-cause determinants of poorer staff health and wellbeing.
- Describe the health and wellbeing needs of staff from different perspectives; physiologically, culturally, and individually.
- Apply conversational techniques to better support distressed colleagues.
- Initiate management and leadership strategies to cultivate healthier teams and cultures.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • Pressure and performance • Responding to a distressed system • What is work to you? • Emotional self-awareness • It's a matter of style 	<ul style="list-style-type: none"> • Back to basics • Inequity is a health emergency • Culture club • Help yourself 	<ul style="list-style-type: none"> • Take up your role • Be an advocate • Have the conversation • Model openness • Nurture a healthy team





Systems Go!

Cross-sector partnering for healthier communities

We know the health and care system faces many chronic challenges, and we know too that the most complex and important of them will only be solved by impactful cross-sector partnership working. This highly practical course draws on the experience and learning of partnerships across the UK to examine effective partnership working and explore strategies for making systems change.

Learning outcomes

- Recognise the value of partnership working in addressing systemic challenges in health and care.
- Explain narrative and storytelling as a key leadership behaviour and capability in making systems change.
- Define the dynamics at work in effective cross-sector partnering.
- Practice the essential collaborative mindset and skills necessary to be a good partner.
- Apply different strategies for making change and managing resistance in complex systems.



Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • Why partner? • The storytellers • The value of values • Think system! • Nothing is neutral 	<ul style="list-style-type: none"> • Shared purpose • Learning to partner well • Collaborating • Lived and learned expertise • Asset-based community development 	<ul style="list-style-type: none"> • Your call to action • Not all change is the same • Push/pull influencing • Managing resistance • Action and learning • Leading together



Play More

Creativity and innovation inside the health and care box

Many of our workplace cultures and processes seem to have been designed to deliberately suppress creativity and innovation. This matters because the problems we face in health and care often require as much imagination as money. This playful and highly practical course is packed with resources to help you bring a more creative mindset to your work and organisation.

Learning outcomes

- Define creativity and recognise the importance of creative constraints.
- Describe the features of a design thinking approach to problem-solving.
- Explain how design thinking can deliver greater equity.
- Use design thinking as a strategic and creative problem-solving approach.
- Design activities to discover and define problems, ideate solutions, build prototypes and test them.
- Identify the benefits of creativity in management and leadership practices.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none">• Thinking inside the box• Rethinking failure• Introducing design thinking• Equity by design	<ul style="list-style-type: none">• Discovery• Defining the problem• Ideation• Making choices	<ul style="list-style-type: none">• Creating a rough draft• Testing and feedback• Delivery and adoption• Creative leadership and culture





Home Grown

Organisational development for everyone

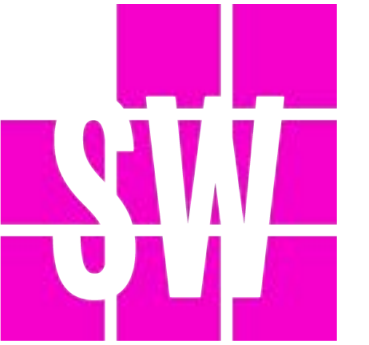
This is an introductory course about organisational development (OD) designed for anyone and everyone. We all have a stake in the quality of our workplaces, and we all stand to benefit from more human and humane ways of getting health and care work done. This highly practical course explores OD as an approach to organisational change and improvement with people at its heart.

Learning outcomes

- Describe the origins, values and purpose of organisational development.
- Explain the difference between organisational design and organisational development.
- Recognise the importance of language in shaping OD practice and outcomes.
- Use basic OD techniques to effect organisational change.
- Evaluate the implications of organisational dynamics for making organisational change.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none">• What is OD? And what is it for?• How organisations change• How is organisational design different to organisational development?	<ul style="list-style-type: none">• Navigating stages and roles• Advocate and enquire• Me, myself and OD: you as the instrument of change	<ul style="list-style-type: none">• Complexity• Culture• Power• Groups and networks





Unite Now!

Anti-racism at work

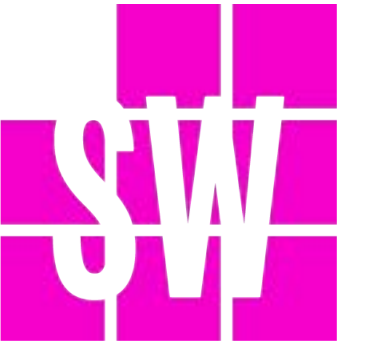
Why do we still have such a problem with racism in health and care? This introductory course will help you get to grips with the answer, understand how anti-racism can make the difference, and recognise the everyday and lifelong commitment that requires from you. This course is for anyone in health and care working for a fairer, more just, and humane world.

Learning outcomes

- Define race and racism and describe the role of Whiteness in upholding racial hierarchy.
- Explain anti-racism as an approach to race equity in health and care.
- Recognise the role of normative power in maintaining workplace inequities.
- Apply strategies to challenge everyday and systemic racism in your organisation.
- Recognise your positionality and how it influences your worldview.
- Develop the key skills and qualities that underpin anti-racism as an embodied leadership practice.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • Recognising your positionality • Understanding race • Understanding racism • The role of Whiteness • From not racist to anti-racist 	<ul style="list-style-type: none"> • Intent vs impact • Using power differently • Challenging everyday racism • Tackling systemic racism • Working in coalition • Managing resistance 	<ul style="list-style-type: none"> • Take accountability • Be honest • Have moral courage • Adopt a complexity mindset • Have self-compassion • Be in solidarity





Future Proof

A career in progress

A career is something that needs a lot of thought, planning and patience. The trouble is, we are living in uncertain times, and the world of work is being transformed by the rise of artificial intelligence, intergenerational teams, longer working lives, and portfolio careers. This is a career coaching course packed full of resources designed to help you think about what you want from your life and work.

Learning outcomes

- Identify your values and wants from working life.
- Define your purpose and what career success looks like to you and why.
- Use simple psychological strategies to cultivate luck and opportunities.
- Recognise and describe your needs at different career stages.
- Describe the emerging future of work and the implications for your career.
- Apply a growth mindset to goal setting and career planning.

Lesson plan

Chapter 1	Chapter 2	Chapter 3
<ul style="list-style-type: none"> • Live to work and work to live • Making work, work • Success story 	<ul style="list-style-type: none"> • Opportunity knocks and leaps of faith • The middle lane • Time out 	<ul style="list-style-type: none"> • Future self • Where am I in AI? • Smart moves and nimble thinking