Leadership Online:
A Directory of Resources

November 2015
6th edition

Hyperlinks are shown in blue

This is also available online at www.leadershiponline.co.uk

This is a fast-moving area, and so it is constantly evolving. If you find any links that do not work, or if you have any suggestions of items or resources that could be added, or if you have any other comments, please email john.hunt@gmx.co.uk.

Contents

Preface

I hope that this directory of leadership and management development elearning and online resources is of interest and of value to leaders and managers everywhere, especially in the NHS and the public sector in the UK. It is an educational resource and started life as a resource for leaders and managers within the NHS in the south of England, and has been developed extensively since. This is the sixth edition and it now gives details of over 800 weblinks which have been tested recently. It now includes a section on massive open online courses (MOOCs) (in the first section).

Some people use these resources to help resolve a specific issue or tackle a problem at work, or may find it helpful as a stimulus or aid for self-development. Others have used the resources in conjunction with formal or informal development programmes. And for some, these resources can be helpful in mentoring or coaching, using the material either between or during sessions.

The whole directory can be printed off as a stand-alone document for ease of reference. But it is probably more useful if it is kept in the form of a Word document on your computer because all of the links are embedded, and when you click on the links they will take you through directly to the web page or the resources you have selected.

This is a fast-moving area, and so it is constantly evolving. If you find any links that do not work, or if you have any suggestions of items or resources that could be added, or if you have any other comments, please me as the editor.

John Hunt
Development manager and coach
john.hunt@gmx.co.uk

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1. Elearning programmes, online learning and development and MOOCs

Massive open online courses (MOOCs)

A significant change since the last edition of this directory has been the development of massive open online courses (MOOCs). These are online courses aimed at unlimited participation and open access via the web, and are usually free. In addition to traditional course materials such as filmed lectures and readings, many MOOCs provide interactive user forums to support community interactions between students, professors, and teachers. MOOCs are a recent and widely researched development in distance education which emerged as a popular mode of learning from 2012.

A good introductory video on MOOCs is at http://www.bdpa-detroit.org/portal/index.php?Itemid=20&catid=29:education&id=57:moocs-top-10-sites-for-free-education-with-elite-universities&option=com_content&view=article%20 (and this also gives a guide to a top 10 list of sites offering MOOCs).

Coursera
Coursera offers one of the biggest collection of MOOCs and 'provides universal access to the world's best education, partnering with top universities and organizations to offer courses online.' See https://www.coursera.org/ and https://www.coursera.org/courses (there are currently over 300 business topics). For example, try searching for 'Business and management' and 'Leadership'. An example of a recommended course is 'Creativity, innovation and change': https://www.coursera.org/learn/creativity-innovation

edX
edX also offers one of the biggest collection of MOOCs - 'we take our mission of increasing global access to quality education seriously. We connect learners to the best universities and institutions from around the world.' Go to https://www.edx.org. For example, try searching for 'Business and management' and 'Leadership'.

iTunes U
This iTunes app is at https://itunes.apple.com/gb/app/itunes-u/id490217893?mt=8 (this will only work on Apple products - e.g. iPad, iPhone, iPod, and iMac).
This iTunes app from Apple gives access to an outstanding range of free learning resources and courses. It links into resources and courses from a huge number of universities and colleges and organisations 'beyond campus' throughout the world. A good place to start is the 'Business 'category, which displays courses and resources under these categories: standout courses, great collections, featured providers, and all business collections.
Non-Apple users can still gain access to these resources although it may involve quite a bit of searching on the web - for example the Open University resources are on http://www.open.edu/itunes/ (see especially 'Business and management'), and Oxford University (http://www.ox.ac.uk/itunes-u) has podcasts at http://podcasts.ox.ac.uk/ (and search for 'Business').

FutureLearn
This offers a range of free online courses (this has been organised through the Open University, but includes many other courses from other providers): https://www.futurelearn.com/ (see especially 'Business and Management').

NHS - NHS Improving Quality (The Edge)
http://theedge.nhsiq.nhs.uk/mooc-list-2/ gives a current list and links to free online courses of particular interest to those working in the NHS.

Open University
The Open University offers a very good range of free courses - see http://www.open.edu/openlearn/free-courses.

Of particular relevance is the section on leadership and management at
http://www.open.edu/openlearn/money-management/management/leadership-and-management .
Popular topics include:

- Understanding operations management
- Management: perspective and practice
- The importance of interpersonal skills
- Managing and managing people
- How teams work
- Project management: the start of the project journey
- Making decisions
- What is strategic human resource management?

Chartered Institute of Personnel and Development
The CIPD offers a MOOC on 'Working Digitally: social media and HR' which is very interesting.
Details are at http://shop.cipd.co.uk/shop/cipd-training/working-digitally-social-media-and-hr , and it is
open to everyone so you don't have to be a CIPD member.

Other elearning programmes - arranged alphabetically

a. ACAS Learning OnLine
b. BMJ Learning
c. Connecting for Health
d. The Edward Jenner Programme
e. eLearning for Healthcare (eLfH)
f. Health Knowledge
g. Introverted Leaders toolkit
h. LeAD
i. London Deanery elearning modules
j. Macmillan Learn Zone for the NHS
k. ManagersPitStop
l. National elearning portal and the National eLearning Repository
m. National Learning Management System (NLMS)
n. National Skills Academy for Health
o. NHS Institute for Innovation & Improvement's Productive series
p. NHS Leadership Framework
q. Open University - OpenLearn
r. Royal Society for Public Health
s. TeachThought

a. ACAS Learning OnLine

Acas' free Learning OnLine modules provide a useful e-learning resource for anyone wanting to refresh their knowledge and improve their approach to employment relations issues. 'Through a series of 10 online courses, you will have the opportunity to work through the theory, explore practical case studies, and test your knowledge through interactive questions and a test'. ACAS say that they packages are particularly useful for managers, supervisors and anyone responsible for improving business or operational performance. Subjects are:

- Bullying & Harassment
- Conflict Resolution
- Contracts of Employment & Written Statements
- Discipline & Grievance
- Equality & Diversity
- Handling Redundancy
- Managing People
- Pay & Reward
- Working Time & Holidays

These modules are at https://elearning.acas.org.uk/, with further details of each at https://elearning.acas.org.uk/course/.

b. BMJ Learning

Some NHS staff may have free access to BMJ Learning online modules. The website for BMJ Learning is http://group.bmj.com/products/learning,. Examples of individual modules that are offered by *BMJ Learning* are shown below.

Communication and management:
- Becoming an agent of change: key principles and practical examples of managing change (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=5004461
- Communication skills: an up to date guide (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=6057021
- How to give a presentation (Read, reflect, respond): http://learning.bmj.com/learning/search-result.html?moduleId=5004471
- Introduction to change management (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=5004459
- Leadership: leading health services in difficult circumstances (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=6050084
- Teamworking: a user's guide (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=6051466

Health and performance of colleagues:
- Dealing with difficult doctors (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=5001068

Equality diversity and rights:
- Discrimination in the workplace: what it is and how to prevent it (Read, reflect, respond): http://learning.bmj.com/learning/search-result.html?moduleId=5004323

Teaching and training:
- Small group teaching (Just in time): http://learning.bmj.com/learning/search-result.html?moduleId=6055963.

Leadership in Medicine: "Are you an effective leader at work? In medicine there are lots of opportunities to show leadership, whether you're heading a department, leading a resuscitation attempt, or just making a ward round run smoothly - you're a leader. Maybe you should re-think your role - how could you be a better leader? For a short guide, take this module." The link to this is: http://learning.bmj.com/learning/search-result.html?moduleId=5004311. This seems to be aimed at GPs, but subject to evaluation, could possibly be applicable to doctors generally. On completion of this module you should:
- Appreciate the need for strong leadership within general practice
- Understand the need to constantly monitor the needs of the task, team, and individual
- Understand some leadership techniques (for example leading by example or by persuasion)
- Be able to assess a situation and decide which techniques are most likely to achieve a certain task while meeting the needs of the teams and individuals.

c. Connecting for Health

The Connecting for Health Learning Web was part of what was the NHS Connecting for Health Professionalising Health Informatics (PHI) online portal and it is available at http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb. The website for Connecting for Health ceased to exist on 31 March 2013 and so is not being updated, but nonetheless the links still seem to work (at least for the moment!)

The portal had been developed to include Board level development and career pathways, and the Learning Web aims to support personal and professional development. Sub-sections contain resources to support the topics below (just click on the links on the diagrams in http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb:

- Leadership and management
- Personal development
- Professional development
- Technical development

Leadership & Management
These are also available from this link:
http://www.connectingforhealth.nhs.uk/systemsandservices/icd/informspec/careerplan/phi/personal/learningweb/leadership

- Self-management:
  http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/self
- Leadership development:
  http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/dev
- Change management:
  http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/change
- Staff management:
  http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/staff
- Resource Management:
  http://www.connectingforhealth.nhs.uk/systemsandservices/capability/phi/personal/learningweb/leadership/resource

d. The Edward Jenner Programme

The Edward Jenner programme is a new free online learning and development package offered by the NHS Leadership Academy. It is 'designed to give you confidence and competence in your role. Designed by clinicians working on the frontline of care, it is highly practical and patient-focused – making it a valuable resource for all staff who want to build a more compassionate NHS. Designed to help you use your own experiences as part of your learning process, self-assessment in key leadership areas and continuing professional development.' It is a flexible resource which means that you can learn in your own time at your own pace.

It is especially applicable to those who are newly qualified, new or returning to a role and aspiring leaders. However, it is relevant to all healthcare staff (including managers, leaders and non-professional staff) who will find it beneficial – particularly the tools, frameworks and concepts included.

There are 20 sessions and an introduction session:

Session 01: Introduction to The Edward Jenner Programme, Leadership Foundations.

1.1 Developing self-awareness
1.2 Managing yourself
1.3 Continuing Personal Development
1.4 Acting with Integrity

2.1 Developing networks
2.2 Building and Maintaining Relationships
2.3 Encouraging Contribution
2.4 Working within Teams

3.1 Planning
3.2 Managing Resources
3.3 Managing People
3.4 Managing Performance

4.1 Ensuring Patient Safety
4.2 Critically Evaluating
4.3 Encouraging improvement and innovation
4.4 Facilitating Transformation

5.1 Identifying the contexts for change
5.2 Applying Knowledge and Evidence
5.3 Making decisions
5.4 Evaluating impact

It is available from http://www.leadershipacademy.nhs.uk/grow/leadership-development-programmes/edward-jenner-programme/.

e. eLearning for Healthcare (eLfH)

e-Learning for Healthcare (e-LfH) is an award-winning elearning programme providing national, quality assured online training for the healthcare profession. See http://www.e-lfh.org.uk/.. Access arrangements for each project may differ.

There is a section on Workforce Development, and details are at http://www.e-lfh.org.uk/projects/workforce-development/. This includes:

- Fire Safety
- Health & Safety
- Manual Handling
- Equality & Diversity
- Information Security

LEAD Medical Leadership
This is an eLearning resource supporting doctors to develop leadership. Created in partnership by the Academy of Medical Royal Colleges (AoMRC), the Faculty for Medical Leadership and Management and the NHS Leadership Academy with e-Learning for Healthcare (e-LfH), LeAD supports the Medical Leadership Curriculum (based on the Medical Leadership Competency Framework). The link is http://www.e-lfh.org.uk/projects/leadership-for-clinicians/ and see section (h) below.

f. Health Knowledge

Health Knowledge: This site is for anyone working in health, social care and well-being across the NHS, local authorities, the voluntary and the private sector. The site allows you to access a broad range of learning materials (text courses, video course and training) for personal use or for teaching purposes in order to help everyone expand their public health knowledge: http://www.healthknowledge.org.uk/.

Relevant training topics are listed at http://www.healthknowledge.org.uk/teaching and include:
- Leadership and Management - http://www.healthknowledge.org.uk/teaching/leadership-management
- Change Management - http://www.healthknowledge.org.uk/teaching/change-management ,
- Policy and Strategy Development - http://www.healthknowledge.org.uk/teaching/policy-strategy-development
- Knowledge management - http://www.healthknowledge.org.uk/teaching/knowledge-management
- Getting the Message across - http://www.healthknowledge.org.uk/teaching/getting-message-across

- Health Service Planning (http://www.healthknowledge.org.uk/teaching/getting-message-across
- Prioritisation and Performance Management - http://www.healthknowledge.org.uk/teaching/prioritisation-performance-management
- Collaborative working for health - http://www.healthknowledge.org.uk/teaching/collaborative-working-health
- Health everyone's business -http://www.healthknowledge.org.uk/teaching/health-everyones-business
- Programme and project management - http://www.healthknowledge.org.uk/teaching/programme-project-management
- Supporting the analyst - http://www.healthknowledge.org.uk/teaching/supporting-analyst
- Teaching Public Health for action - http://www.healthknowledge.org.uk/teaching/teaching-public-health-action.

g. Introverted Leaders toolkit

This toolkit has been produced for introverted leaders and those who coach, manage, support and work with them. It's at http://www.introvertedleaders.co.uk/index.html.

h. LeAD - Leadership for clinicians

LeAD is a free and engaging e-learning resource to support clinicians of all professions and specialties to develop an understanding of their role in contributing to the management and leadership of health care services. This has been created in partnership with the Academy of Medical Royal Colleges (AoMRC), the Faculty for Medical Leadership and Management and the NHS Leadership Academy with e-Learning for Healthcare (e-LfH), It is designed to be used as part of a blended approach, providing the knowledge base to augment clinical practice, and leadership development opportunities and programmes. Details are at http://www.e-lfh.org.uk/projects/leadership-for-clinicians/.

i. London Deanery elearning modules

The London Deanery provides elearning resources for clinical teachers (and these may also be suitable for doctors and other clinicians - and possibly other staff too). The link is http://www.faculty.londondeanery.ac.uk/e-learning, and some of the subjects which are particularly relevant to management and leadership are:

- Setting learning objectives: http://www.faculty.londondeanery.ac.uk/e-learning/setting-learning-objectives/
- How to give feedback: http://www.faculty.londondeanery.ac.uk/e-learning/feedback/
- Supervision: http://www.faculty.londondeanery.ac.uk/e-learning/supervision/
- Careers support: http://www.faculty.londondeanery.ac.uk/e-learning/careers-advice/
- Work-based assessment: http://www.faculty.londondeanery.ac.uk/e-learning/workplace-based-assessment/
- Small group teaching: http://www.faculty.londondeanery.ac.uk/e-learning/small-group-teaching/
- Facilitating learning in the workplace: http://www.faculty.londondeanery.ac.uk/e-learning/facilitating-learning-in-the-workplace/
- Diversity, equal opportunities and human rights: http://www.faculty.londondeanery.ac.uk/e-learning/diversity-equal-opportunities-and-human-rights/
- Appraisal: http://www.faculty.londondeanery.ac.uk/e-learning/appraisal/
- Managing the trainee in difficulty: http://www.faculty.londondeanery.ac.uk/e-learning/managing-poor-performance/
- Teaching clinical skills: http://www.faculty.londondeanery.ac.uk/e-learning/teaching-clinical-skills/.

j. Macmillan Learn Zone for the NHS

Macmillan Learn Zone for the NHS has been established by Macmillan Cancer Support and gives free access to a wide range of online learning materials and information to support your professional and personal development. It's open to both health and social care professionals and members of the public. You can access a wide range of professional development tools and resources, including: a tool that enables you to assess your learning needs; a careers information and support area; a learning adviser who can provide career advice and support you while you learn; and a leadership and management toolbox. There's also a growing range of cancer focused and more general e-programmes, courses and workshops open to everyone. It's at: http://macmillan.org.uk/learnzone.

Macmillan Toolkit for leaders
You can get access to their award-winning Toolkit for Leaders. This toolkit is designed to support senior managers and those undertaking leadership and management development. The resources provide users with both the theoretical knowledge and practical tools necessary to address day-to-day leadership challenges and support strategic planning activities. It's at https://member.goodpractice.net/macmillan/Welcome.gp . This includes material on:
- Leadership and strategy at https://member.goodpractice.net/macmillan/Resources/leadership-and-strategy.gp for further links to:
- Managing people and teams at https://member.goodpractice.net/macmillan/Resources/managing-people-and-teams.gp
- Personal skills and development at https://member.goodpractice.net/macmillan/Resources/personal-skills-and-development.gp
- Services, projects and operations at https://member.goodpractice.net/macmillan/Resources/services-projects-and-operations.gp

k. ManagersPitStop

These resources are available at www.managerspitstop.com. The website offers free online Leadership and Management training for managers, business leaders, human resources professionals and individuals. The training, which this company says would normally cost some £200 per person, is available as bite-sized audiovisual online tutorials with supporting documentation that last up to 25 minutes. The subjects available include managing people, recruiting, coaching.

Managing People tutorials: http://www.managerspitstop.com/tutorials/managing-people
- What makes a good manager?
- Performance Management Skills
- Delegation skills
- Managing performance by objective
- Managing performance by job description
- Managing performance by function
- Managing performance by behaviours
- Absence management
- Conflict resolution in the workplace
- Managing change in business
- Leadership skills
- Communication skills
- Team working skills
- Developing your people
- Assertiveness skills
- Building trust in business
- Business planning
- The performance contract
- Measuring success in business
- Staff training and development
- Conducting training needs analysis

- Evaluating training effectiveness

Coaching People tutorials: http://www.managerspitstop.com/tutorials/coaching-people
- Positive affirmations for success
- The self talk cycle
- Building self esteem
- Dealing with imposed change
- Dealing with planned change
- Barriers to performance
- Comfort zones
- Building resilience
- Happiness at work
- Having a purpose in life
- Giving and receiving feedback
- Time-line
- Defining Values
- Mind Mapping techniques
- How to do a SWOT analysis

Recruiting People tutorials: http://www.managerspitstop.com/tutorials/recruiting-people
- Exit interview
- Interview documents
- Interview structure
- Staff induction process

My Management Skills Review http://www.managerspitstop.com/free-management-skills-review

Five minute review: http://www.managerspitstop.com/free-5-minute-review

Balanced Scorecard review: http://www.managerspitstop.com/free-balanced-scorecard-review.

l. National elearning portal and the National eLearning Repository

There is now a single location you can visit to find about the latest news about national elearning projects in the NHS. This national elearning portal is at http://www.elearning.nhs.uk/. For a briefing on elearning for NHS England for 2013-14 and beyond, see http://www.elearning.nhs.uk/media/About%20the%20NHS%20Strategic%20eLearning%20Leads%20Group%20-%20Nov%202012.pdf.

This portal includes the National eLearning Repository which is at http://www.elearningrepository.nhs.uk/, and you can follow this link to search the repository (NHS staff may need to log in using your Athens ID). You can also search at http://elearningreadiness.org/resources.php. It is the quickest way to find existing elearning content as well as a platform for sharing elearning resources. You can search the repository to find elearning objects and learning resources held both within the repository and at external locations. It is a centralised repository of NHS eLearning assets and knowledge and a channel for the eLearning community to publicise and share their works. So, for example, try searching for 'management' or 'leadership'. An elearning module on *Managing change* is at http://www.elearningreadiness.org/page_206.html.

In addition, there is an elearning readiness toolkit to help plan elearning delivery. As well as a bank of resources and guidance on best practice, it includes a tool to help judge how learning-ready organisations are. The site is at http://www.elearningreadiness.org/.

m. National Learning Management System (NLMS)

The National Learning Management System (NLMS) has been organised through the Electronic Staff Record Programme (ESR), and the partners are:

- Department of Health eLearning for Healthcare - http://www.e-lfh.org.uk/
- The National Skills Academy for Health - http://www.nsahealth.org.uk/e-learning
- Social Care Institute for Excellence - http://www.scie.org.uk/publications/elearning/index.asp

The list of courses available is in a catalogue at http://www.esrsupport.co.uk/nlms/catalogue.php .
The most relevant headings are *Leadership, Management,* and *Effectiveness*

Leadership modules currently available include:
000 Clinical Leadership 01: Introductory Module
000 Clinical Leadership 02: Demonstrating Personal Qualities
000 Clinical Leadership 03: Working with Others
000 Clinical Leadership 04: Managing Services
000 Clinical Leadership 05: Improving Services
000 Clinical Leadership 06: Setting Direction
000 Clinical Leadership 07: Additional material for MLCF
000 Foundation 01:Professionalism - Leadership and Team Work
000 HCP 0 to 5 Years - 01 Healthy Child Programme Basics
000 HETVW Leading, Managing and Dealing with Change
000 HETVW The Situational Leader - Adapting your Leadership style
000 LDF - 00 The Edward Jenner Programme: Leadership Foundations
000 LDF - 01 The Edward Jenner Programme: Demonstrating Personal Qualities
000 LDF - 02 The Edward Jenner Programme: Working with Others
000 LDF - 03 The Edward Jenner Programme: Managing Services
000 LDF - 04 The Edward Jenner Programme: Improving Services
000 LDF - 05 The Edward Jenner Programme: Setting Direction
000 Leading, Managing and Dealing with Change
000 Medical Leadership 01: Introductory Module
000 Medical Leadership 02: Effective Leadership
000 Medical Leadership 03: Quality Improvement
000 Medical Leadership 04: Effective Management in Healthcare
000 Medical Leadership 05: Ensuring Effective Healthcare
000 Medical Leadership 06: Additional material for MLCF / CLCF
000 The Situational Leader

Management modules currently available include:
 000 Coaching to Support Change
 000 Dealing with Difficult People
 000 Knowledge Management e-learning Resources - Case Studies
 000 Knowledge Management e-learning Resources - Collaboration
 000 Knowledge Management e-Learning Resources - Facilitated Learning
 000 Knowledge Management e-Learning Resources - Getting Started
 000 Knowledge Management e-learning Resources - Knowledge Assets
 000 Knowledge Management e-learning Resources - Technical
 000 Leading, Managing and Dealing with Change
 000 Managing Absence
 000 Managing Knowledge to Improve Social Care
 000 Managing Stress in the Workplace
 000 Medical Leadership 04: Effective Management in Healthcare

Also Communications skills elearning from SCIE -
http://www.scie.org.uk/publications/elearning/communicationskills/index.asp

Effectiveness modules currently available also include:
000 HETVW Service Improvement
000 Service Improvement

n. National Skills Academy for Health

The National Skills Academy for Health (http://www.nsahealth.org.uk/e-learning) now incorporates what was the NHS Core learning Unit - https://corelearning.skillsforhealth.org.uk/local/sfhadmin/login/index.php. The National Skills Academy (NSA) Health Elearning platform (previously named 'Skills for Health elearning'), enables access to its extensive portfolio of national core learning. and provides access to the same range of high quality e-learning programmes as before. The full list of courses available is at http://www.nsahealth.org.uk/e-learning/courses-we-offer . Modules include:

- Being Open
- Conflict Resolution
- Equality, Diversity and Human Rights
- Fire Safety
- Health, Safety and Welfare
- Information Governance
- Moving and Handling
- Mixed Messages
- Public Health Awareness

o. NHS Institute for Innovation and Improvement's Productive series

The NHS Institute for Innovation and Improvement when it existed published the modules in its Productive series of improvement aids as an e-learning course. The website is not being maintained now but nonetheless it can be viewed at the moment at http://www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_series.html . The Productive Leader materials are at http://www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_nhs_leader_ship_team_-_making_time_to_lead.html

p. NHS Leadership Academy - Healthcare Leadership Model and toolkits

The NHS Leadership Academy's website is http://www.leadershipacademy.nhs.uk/ . Resources are at http://www.leadershipacademy.nhs.uk/resources/,

This includes a section on the new Healthcare Leadership model (brought into use from 2014)- http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/ .The model can be downloaded from http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf. NHS staff can register for the self-assessment tool (http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-self-assessment-tool/) and for 360 degree feedback based on the model (http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/)

q. Open University - OpenLearn

The home of free learning from the Open University is at http://www.open.edu/openlearn/. The relevant section is *Money & Management*, which is at http://www.open.edu/openlearn/money-management and http://www.open.edu/openlearn/money-management/management. From here, you can navigate your way to *Editor's Choice*, the *Management tag cloud*, and *Most Popular*. From the *Money & Management* tab at the top, there are a number of relevant headings you can click on - for example *Leadership and Management* (including *Leading* and *Managing*), *Business Studies, Human Resources, Management Systems, Technology Management*, and *Accounting and Finance.*

This is an excellent website to browse or explore, or just to get inspiration.

r. Royal Society for Public Health

The RSPH's Resources section is at https://www.rsph.org.uk/en/resources/index.cfm . This includes an elearning section, and the first elearning course on programme on offer is the Level 2 Award in 'Understanding Health Improvement'. It covers:

- Inequalities in health
- How effective communication can support health messages
- Importance of promoting improvements in health and wellbeing
- Impact of behaviour change on health and wellbeing

Further details are at https://www.rsph.org.uk/en/resources/elearning/uhi-elearning.cfm.

s. TeachThought - 50 top sources of free elearning courses

This American website lists 50 top sources of free elearning courses - http://www.teachthought.com/learning/50-top-sources-of-free-elearning-courses/. It may be worth browsing and following through any of the links on this webpage to see if there is anything on leadership or management (if you have time!). And there are some fascinating things here on learning technology.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
john.hunt@gmx.co.uk

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2. Online journals, databases of journal articles and recommended articles

These areas are featured:

- Journals
- Databases of journal articles
- Top journals
- Personal selection of articles
- Most popular Harvard Business Review articles
- Most popular articles of 2011 and 2012 from Harvard Business School Working Knowledge

> **If you work in the NHS, please contact your local NHS library for help with access to articles, books and evidence to support management decision-making. To find contact details for *your* local library visit** http://www.hlisd.org/**.**

Journals

The electronic full text journal collections available to NHS staff are accessed through My Journals (via NHS Evidence – Journals and Databases) at http://www.library.nhs.uk or your Athens home page http://www.athens.nhs.uk (under Resources choose My Journals). There are over 1000 e-journals in this collection. You may find that access to some online journals and locally available journal subscriptions is only available through NHS Athens.

For a complete list of all the full-text electronic journals available to NHS staff, go to http://www.library.nhs.uk/booksandjournals/journals/default.aspx, *select the Login tab at the top right hand corner of the screen*, and input your Athens account details. You can then browse alphabetically, or search for a particular journal title, or even a specific article.

The EBSCO 'Health Business Elite' collection of journals is particularly good for management and leadership titles. To search just this collection, go to http://search.ebscohost.com, *select Athens Login*, input your Athens username and password, then select EBSCOhost Research Databases, and choose Health Business Elite. Use the 'Publications' tab to search for particular journal titles.

The Harvard Business Review is the most used title in this collection. Type 'Harvard Business Review' in the browse box below the bar marked 'Publications', and you'll be able to see everything from the current edition right back to 1922!

If your local NHS organisation does not offer support to access to the EBSCO 'Health Business Elite' collection of journals via Athens, or if you do not work in the NHS, you may alternatively be able to access this collection through other organisations that have a subscription such as your own employer, your own professional organisation or through a university or college if you are studying or if you have connections with these academic institutions. The best thing to do is to contact the relevant librarian about this.

Databases of journal articles

To do a search for published journal articles on management and leadership topics, go to http://www.library.nhs.uk/booksandjournals/, select the Login tab at the top right hand corner of the screen, and input your Athens account details. You can then search across all the databases, or select one or more specific databases for your search. The databases on offer include clinically focussed ones like Medline, CINAHL, etc, but also:

- Health Business Elite – contains full text content from 480 journals, detailing all aspects of health care administration and other non-clinical aspects of health care institution management.

- HMIC (the Health Management Information Consortium database) - a compilation of data from two sources, the Department of Health's Library and Information Services and King's Fund Information and Library Service.

Top journals

Two leadership and management journals that are particularly recommended and which are available EBSCO Health Business Elite are:

- *The Harvard Business Review*
  The Harvard Business Review is generally regarded as the world's leading academic publication on leadership and management issues. It's a monthly research-based magazine written for business practitioners, and claims a high ranking business readership among academics, executives, and management consultants. It has been the frequent publishing home for scholars and management thinkers.
  A sample edition of this (Jan-Feb 2015) is currently at
  http://www.perezmora.com/biblioteca/revistas/revista_harvardbusinessreview/2015/hbr01-02.pdf

- *Leadership Excellence*
  This is described as a magazine of leadership development, managerial effectiveness and organizational productivity. Warren Bennis has said about it: "*Leadership Excellence* is an exceptional way to learn and then apply the best and latest ideas in the field of leadership."
  Here are some samples of previous editions of this which can currently be found on these links:
  - June 2012 - http://neilsmithinsights.com/wp-content/uploads/Leadership-Excellence.pdf
  - July 2012 - http://www.nist.gov/baldrige/publications/upload/Leadership-Excellence-Harry-Hertz-article-July-2012.pdf
  - October 2012 http://download.waterthebamboo.com/Leadership-Excellence-2012-10.pdf
  - 2013 - http://thecommunityofleaders.com/wp-content/uploads/2013/04/Leadership-Excellence-Magazine-Knightsbridge-Human-Capital-Solutions-April-2013.pdf
  - November 2013 - http://www.bluepointleadership.com/sites/default/files/resources/pdfs/Complimentary%20copy%20of%20Leadership%20Excellence%20Magazine%20-%20November%202013.pdf
  - 2014 - http://blessingwhite.com/wp-content/uploads/2014/06/LE_BlessingWhite1.pdf

Personal selection of articles

Here are a number of recommendations of papers from the Leadership Development Leads and the Leadership Development Team who used to work in the former NHS South Central region and updated with a few recommendations of my own. Many of these are available through EBSCO Health Business Elite, and they are also currently available on the links shown (although these current links could change in the future):

- *Are line managers holding back your talent?*,Debbie Hance HR Zone at
  http://www.hrzone.com/talent/retention/are-line-managers-holding-back-your-talent

- *The art of giving and receiving advice*, David A Garvin and Joshua D Margolis, Harvard Business Review, Vol 93 No 1/2, January/February 2015. pp60-71. (currently on page 60 at http://www.perezmora.com/biblioteca/revistas/revista_harvardbusinessreview/2015/hbr01-02.pdf)

- *Ask Seven Questions – Promote abundance thinking*. Dave and Wendy Ulrich. Leadership Excellence, July 2010, p. 3-4 (currently available at http://www.zengerfolkman.com/pdfs/LE-July2010.pdf)

- *The authenticity paradox*, Herminia Ibarra, Harvard Business Review, Vol 93 No 1-2, January-February 2015. pp52-59 (currently on page 52 at http://www.perezmora.com/biblioteca/revistas/revista_harvardbusinessreview/2015/hbr01-02.pdf)

- *Cast in a new light*. Beverly Alimo-Metcalfe and Margaret Bradley. People Management 24 Jan 2008. Pg 38-41 - at http://www.peoplemanagement.co.uk/pm/articles/2008/01/castinanewlight.htm (and also currently available at http://www.realworld-group.com/wp-content/uploads/downloads/2010/10/RWG_People-Mgt-article_2008.pdf)

- *Change you or it – the zen of managing yourself*. Marshall Goldsmith and Patricia Wheeler. Leadership Excellence, July 2010, p. 8 - at (currently available at http://www.zengerfolkman.com/pdfs/LE-July2010.pdf)

- *Get the boss to buy in*, Susan Ashford and James Detert, Harvard Business Review, Vol 93 No 1/2, January/February 2015. pp72-79. (currently on page 72 at http://www.perezmora.com/biblioteca/revistas/revista_harvardbusinessreview/2015/hbr01-02.pdf)

- *Getting more for less in leadership and management development*. Professor Chris Bones, Former Dean, Henley Business School: The Working Manager paper (currently available at http://oxfordlearning.org.uk/westberksprimarycarelearning/Essential%20trainingwb/management/TWM-A4%202pp-Chris%20Bones%20V2.pdf)

- *How to Bounce Back from Adversity*. Joshua D Margolis & Paul Stoltz. Harvard Business Review, January - February 2010 (currently available at https://hbr.org/2010/01/how-to-bounce-back-from-adversity)

- *How to Play to your Strengths.* Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy and Brianna Barker. Harvard Business Review, January 2005 (currently available at http://www.iwantcoaching.co.za/docs/How%20to%20play%20to%20your%20strengths.pdf)

- *How smart, connected products are transforming competition*, Michael E Porter and James E Heppelmann, Harvard Business Review, Vol 92 No 11, November 2014. pp64-88. (currently at http://www.ptc.com/File%20Library/Topics/Harvard%20Business%20Review/HBR_How-Smart-Connected-Products-Are-Transforming-Competition.pdf)

- *The Innovator's DNA*. Jeffrey H. Dyer, Hal B. Gregersen, and Clayton M. Harvard Business Review Dec 2009. Pg 61-67 (currently available at http://uncw.edu/studentaffairs/pdc/documents/HBR-InnovatorsDNA.pdf)

- *Leadership and the quality of care*. J Firth-Cozens and D Mowbray. Quality in Health Care 2001;10;ii3-ii7 (currently available at http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1765760/pdf/v010p00ii3.pdf)

- *Leadership in a (permanent) crisis*. R Heifezt, A Grashow, M Linsky Harvard Business Review. July-Aug 2009 (currently available at http://cpor.org/otc/Heifetz(2009)LeadershipInPermanentCrisis.pdf)

- *Leadership insights - they shape a leader's impact.* Dave Ulrich and Norm Smallwood. Leadership Excellence, December 2009, p. 5 (currently available at http://freemindconsulting.wordpress.com/2009/12/28/leadership-insights/)

- *Managing Polarities: An Interview with Barry Johnson, Ph.D*, Rick Maurer: Gestalt Review, 6(3):209–219, 2002 (currently available at http://www.gisc.org/gestaltreview/documents/ManagingPolarities-AnInterviewwithBarryJohnsonPh.D.pdf)

- *Managing your boss*. John J Gabarro and John P.Kotter. Harvard Business Review. Jan 2005, p92-99 (currently available at http://www.charity-works.co.uk/wp-content/uploads/2014/10/HBR-Managing-your-boss.pdf)

- *Managing yourself. Stop holding yourself back*. A Morriss, RJ Ely, FX Frei. Harvard Business Review. Jan – Feb 2011 pg 160-163 (currently available at https://www.sgim.org/File%20Library/SGIM/Resource%20Library/Leadership%20Forum/A_Jun2012-02.pdf)

- *A Model for Enhancing Individual and Organisational Learning of 'Emotional Intelligence': The Drama and Winner's Triangles.* Robin C. Burgess: Social Work Education, Vol. 24, No. 1, February 2005, pp. 97–112 (currently available at http://www.robinburgessolpd.co.uk/wp-content/uploads/2012/09/emotionalintelligence.pdf)

- *Perseverance*. Margaret Wheatley. Leadership Excellence, July 2010, p. 11 - at (and also currently available at http://www.zengerfolkman.com/pdfs/LE-July2010.pdf)

- *Point of View*. Professor Chris Bones, Former Dean, Henley Business School: The Working Manager paper (currently available at http://oxfordlearning.org.uk/westberksprimarycarelearning/Essential%20trainingwb/management/TWM-A4%202pp-Chris%20Bones_.pdf)

- *Seven transformations of leadership*. Rooke, D. and Torbert, W. (2005) Harvard Business Review, April, pp. 66 – 76 (summary currently available at http://www.newperspectives.com.au/downloads/seven%20transformations%20of%20leadership.pdf). http://mikethementor.co.uk/leadership/index.php#7transformations

- *What it takes to achieve managerial success*, Daniel Goleman, TD (Talent Development), Vol 68 No 11, November 2014. pp48-52 -= https://www.td.org/Publications/Magazines/TD/TD-Archive/2014/11/What-It-Takes-to-Achieve-Managerial-Success

- *What to ask the person in the mirror*. Robert S Kaplan, Harvard Business Review, January 2007 (currently available) http://www.mapfre.com/portal/CFormacion/39/ing/ask.pdf)

- *What resilience means and why it matters*. Andrea Ovens, January 2015 (currently HBR online at https://hbr.org/2015/01/what-resilience-means-and-why-it-matters0

- *Why strategy execution unravels - and what to do about it*, Donald Sull, Rebecca Homkes and Charles Sull, Harvard Business Review, Vol 93 No 3, March 2015. pp58-66.(currently available on page 58 at http://www.perezmora.com/biblioteca/revistas/revista_harvardbusinessreview/2015/hbr03.pdf)

- *Wicked Problems and Clumsy Solutions: the Role of Leadership.* Keith Grint (currently available at http://api.ning.com/files/jN0*OZMFk9n763wpTNwN9h-woIABS2S-bIGf-ZVjWnYRWKgFpiNguvxFkF9LeVgp-8FkQ2Fhld*bsATJePAP87f0OpZeyJ4g/wickedproblemsclumsysolutions.pdf).

Most popular Harvard Business Review articles

These articles have been selected by the Harvard Business Review as being amongst the most popular articles in recent times.

All of these HBR articles are available through Ebsco Health Business Elite or other Ebsco database. For technical notes on Athens/Ebsco Health Business Elite please see above. You may also be able to read each article by copying and pasting the exact title and authors into a search engine such as Google if the alternative links below each title no longer work.

Most of these are currently available from this link:
http://alexsaconsulting.com/wp-content/uploads/2012/09/On-Leadership_12546-PDF-ENG.pdf
Links for each of the separate articles are shown below each article (where found)

- *What Leaders Really Do (HBR Classic)* by John P. Kotter
  http://www.berlinschool.com/fileadmin/Redaktion/images/april2014_newsletter/John_Kotter_What_Leaders_Really_Do_HBR_2001.pdf

- Leading Change: Why Transformation Efforts Fail (HBR Classic) by John P. Kotter
  http://www.stratafrica.com/media/2a8f73ccf40110beffff80be7f000101.pdf

- *What Makes a Leader? (HBR Classic)* by Daniel Goleman
  http://www.undp.org/content/dam/samoa/docs/UNDP_WS_TLDP2_Whatmakesaleader.pdf

- *Leadership That Gets Results* by Daniel Goleman
  http://www.haygroup.com/downloads/fi/leadership_that_gets_results.pdf

- *Level 5 Leadership - The Triumph of Humility and Fierce Resolve (HBR Classic)* by Jim Collins

- *Discovering Your Authentic Leadership* by William W. George, Peter Sims, Andrew N. McLean, David Mayer, and Diana Mayer

- *What Is Strategy?* by Michael E. Porter
  http://www.engr.mun.ca/~amyhsiao/strategy.pdf

- *Can You Say What Your Strategy Is?* by David J. Collis and Michael G. Rukstad

These articles have been selected by the Harvard Business Review as being amongst the most popular must-read articles on managing yourself.

- *Managing Oneself (HBR Classic)* by Peter F. Drucker
  http://my2.ewb.ca/site_media/static/library/files/413/managing-oneself.pdf

- *Management Time: Who's Got the Monkey?* by William Oncken Jr., Donald L. Wass, and Stephen R. Covey
  http://www.kingfahdweb.com/library/self-develop/monkey.pdf

- *Moments of Greatness: Entering the Fundamental State of Leadership* by Robert E. Quinn
  http://unpan1.un.org/intradoc/groups/public/documents/unssc/unpan021504.pdf

- *What to Ask the Person in the Mirror* by Robert S. Kaplan
  http://www.mapfre.com/portal/CFormacion/39/ing/ask.pdf)

- *Manage Your Energy, Not Your Time* by Tony Schwartz and Catherine McCarthy
  https://hbr.org/2007/10/manage-your-energy-not-your-time
  summary on http://coache.fi/manage-your-energy-not-your-time/

Most popular articles from 2011 to 2014 from Harvard Business School Working Knowledge

The most popular articles and working papers accessed through the HBS Working Knowledge website (http://hbswk.hbs.edu/) in 2011 are listed on this link:
http://hbswk.hbs.edu/item/6790.html?wknews=01042012.

The most popular articles and working papers in 2012 are at http://hbswk.hbs.edu/item/7158.html.

The most popular articles and working papers in 2013 are at http://hbswk.hbs.edu/item/7390.html

The most popular articles and working papers in 2014 are at http://hbswk.hbs.edu/item/7687.html

You may also be interested to look at the ideas that shaped management in 2014, published by the Harvard Business Review on 30 December 2014 - https://hbr.org/2014/12/the-ideas-that-shaped-management-in-2014.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
john.hunt@gmx.co.uk

November 2015

3. Recommended leadership and management books

This is a list of management and leadership books particularly recommended by the former NHS South Central Leadership Development Team and Leadership Development Leads

- Top three (in fact six!)
- The other recommendations (alphabetical by author)
- More recommendations

> For browsing, just try keying or pasting in the book title at http://www.amazon.co.uk/ and/or http://books.google.com/ and there is often the scope to read parts of each book free. Alternatively, you can just key or paste in the title to http://www.google.co.uk/ for reviews and further information, etc.

Top three (in fact six!)

Top equal:

- Steven R Covey - *The 7 habits of highly effective people* (https://www.stephencovey.com/ and https://www.stephencovey.com/7habits/7habits.php)

- Daniel Goleman – *Emotional intelligence* (http://danielgoleman.info/ and http://www.danielgoleman.info/topics/emotional-intelligence/)

Joint third:

- Ken Blanchard, Patricia Zigarmi and Drea Zigarmi - *Leadership and the one minute manager: Increasing effectiveness through situational leadership* (http://www.kenblanchard.com/)

- Jim Collins - *Good to Great* (http://www.jimcollins.com/)

- Steve Radcliffe - *Leadership Plain and Simple* (formally known as *Future - Engage - Deliver: The essential guide to your leadership* and *How to make a bigger difference by leading at work and at home)* (http://www.f-e-d.com/ and http://www.futureengagedeliver.com/)

- Peter Senge - *The Fifth Discipline: The art and practice of the learning organisation* (http://mitsloan.mit.edu/faculty/detail.php?in_spseqno=128&co_list=F and http://www.solonline.org).

The other recommendations (alphabetical by author)

- John Adair **-** *How to grow leaders: the seven key principles of effective development* (http://www.johnadair.co.uk/published.html)

- Edward de Bono - *Six Thinking Hats* (http://www.edwdebono.com/)

- Richard Branson - *Losing My Virginity* (http://www.virgin.com/richard-branson/books/losing-my-virginity/)

- Marcus Buckingham and Donald O Clifton - *Now discover your strengths - how to develop your talents and those of the people you manage (*http://www.strengthsfinder.com/113647/Homepage.aspx and http://www.tmbc.com/index.php)

- Janice Caplan - *The value of talent* (http://www.thescalagroup.co.uk/Blogs/Section/Janice%20Caplan)

- Bob Garratt - *The fish rots from the head* (http://garrattlearningservices.com/index.htm)

- Rob Goffee & Gareth Jones - *Why should anyone be led by you: What it takes to be an authentic leader* (http://www.whyshouldanyonebeledbyyou.com)

- Daniel Goleman - *Primal leadership* (http://danielgoleman.info/ and http://danielgoleman.info/topics/leadership/)

- Daniel Goleman - *Working with emotional intelligence* (http://danielgoleman.info/ and http://danielgoleman.info/topics/leadership/)

- Charles Handy - *Myself and other more important matters* (http://www.summary.com/book-reviews/_/Myself-and-Other-More-Important-Matters)

- Thomas Harris - *I'm OK - You're OK* (http://www.ericberne.com/im-ok-youre-ok-by-thomas-a-harris/)

- Spencer Johnson - *Who moved my cheese?* (https://en.wikipedia.org/wiki/Who_Moved_My_Cheese%3F and https://www.youtube.com/watch?v=91YxXk3fmw8)

- Bill Joiner and Stephen Josephs - *Leadership agility* (http://integralleadershipreview.com/5535-fresh-perspective-leadership-agility-with-bill-joiner-and-steve-josephs/)

- Sir John Harvey Jones - *Making it happen* (http://www.managementtoday.co.uk/news/591696/MT-40-Interview-Sir-John-Harvey-Jones/ and http://jonathangifford.com/the-triumph-of-common-sense-john-harvey-jones-and-ici/)

- Nancy Kline - *Time to think* (http://www.timetothink.com/uk/index.php/)

- Max Landsberg - *The tools of leadership: vision, inspiration, momentum* (http://books.google.co.uk/books/about/The_Tools_of_Leadership.html?id=htGjxe-LbIkC&redir_esc=y)

- Fred Lee - *If Disney ran your hospital* (http://www.patientloyalty.com/)

- Patrick M Lencioni - *Overcoming the five dysfunctions of a team: a field guide for leaders, managers and facilitators* (http://www.tablegroup.com/books/overcoming-the-five-dysfunctions-a-field-guide)

- Kathy Malloch and Tim Porter-O'Grady - *The quantum leader: applications for the new world of work* (http://books.google.co.uk/books/about/The_Quantum_Leader.html?id=9QB2Jt3b2eAC)

- Peter G Northouse - *Leadership: theory & practice* (http://books.google.co.uk/books/about/Leadership.html?id=SOjzvJfSPycC&redir_esc=y) There is also a very useful student/reader on this - http://www.uk.sagepub.com/northouse6e/study/chapter.htm

- Roger R Pearman and Sarah C Albritton - *I'm not crazy I'm just not you* (http://nicholasbrealey.com/london/i-m-not-crazy-i-m-just-not-you.html)

- Mike Pedler, John Burgoyne and Tom Boydell - *A manager's guide to leadership* (http://books.google.co.uk/books/about/A_manager_s_guide_to_leadership.html?id=iJYkAQAAMAAJ&redir_esc=y)

- Mike Pedler, John Burgoyne and Tom Boydell - *A manager's guide to self-development* (http://books.google.co.uk/books/about/A_manager_s_guide_to_self_development.html?id=lOVLAAAACAAJ)

- Edgar Schein - *Organisational culture and leadership* (http://books.google.co.uk/books/about/Organizational_culture_and_leadership.html?id=xhmezDokfnYC&redir_esc=y)

- Peter Senge - *The dance of change: The challenges of sustaining momentum in learning organisations* (http://mitsloan.mit.edu/faculty/detail.php?in_spseqno=128&co_list=F and http://www.solonline.org)

- Trevor Waldock and Shenaz Kelly-Rawat - *The 18 challenges of leadership - a practical, structured way to develop your leadership talent* (http://www.pearsoned.co.uk/bookshop/detail.asp?item=100000000063766 and http://books.google.co.uk/books/about/The_18_challenges_of_leadership.html?id=U1WkubcPyN8C)

- Rosamund Stone Zander and Benjamin Zander - *The art of possibility - transforming professional and personal life (*http://www.benjaminzander.com/book/).

More recommendations

- For the 100 best business books of all time, you may wish to look at this list: http://100bestbiz.com/more-on-the-100-best/. Or this one: http://www.goodreads.com/list/show/10571.The_100_Best_Business_Books_of_All_Time.

- For the best 25 from 'Business Pundit', see http://www.businesspundit.com/25-best-business-books-ever/ (and the best business songs are at http://www.businesspundit.com/30-best-songs-about-money/!).

- For a personal selection of the top 20 best business books, see http://www.amazon.com/20-Best-Business-Books/lm/RMWFY333UR2L7.

- For the Financial Times Business Books of the Year, see http://www.ft.com/management/business-book-award. The Financial Times recommended best business books of all time (assessed in 2007) are at http://www.ft.com/cms/s/2/93846fda-6ab4-11dc-9410-0000779fd2ac.html#axzz2frCVfWns:

  - Barbarians at the Gate, by Bryan Burrough and John Helyar (1990)
  - The Effective Executive, by Peter Drucker (1966)
  - Good to Great, by Jim Collins (2001)
  - The Innovator's Dilemma, by Clay Christensen (1997)
  - The Wealth of Nations, by Adam Smith (1776)

  For the world's 50 top business thinkers, see http://www.thinkers50.com/results/2011. and http://thinkers50.com/t50-ranking/2013-2/. This award is held every two years and the shortlist for 2015 is at http://thinkers50.com/t50-awards/2015-distinguished-achievement-awards-shortlist/.

- For the Forbes 50 top management thinkers, see http://www.forbes.com/sites/mikemyatt/2013/09/05/the-worlds-top-50-leadership-management-thinkers/

- For Top 50 leadership and management experts, see http://www.inc.com/jeff-haden/the-top-50-leadership-and-management-experts-mon.html

- For 9 recommended books for new leaders, see http://www.georgeambler.com/9-best-books-for-new-leaders/

- The Chartered Management Institute's management book of the year for 2014 was *Not Knowing; The art of turning uncertainty into opportunity*, by Steven D'Souza and Diana Renner. The winning book for 2013 was *The Management Book: How to Manage Your Team to Deliver Outstanding Results* by Richard Newton, The previous finalist was Professor Chris Bones' book *The Cult of the Leader* – and details of these and other prize-winners are at http://yearbook.managers.org.uk/about/the-competition/

- The King's Fund produces very useful reading lists. See http://www.kingsfund.org.uk/library/reading_lists.html - and especially '*Leadership in the NHS*' *(2015 edition at* http://www.kingsfund.org.uk/sites/files/kf/field/field_pdf/Library-reading-list-NHS-leadership-May2015_0.pdf f*)* and 'Clinical leadership' (2015 edition at http://www.kingsfund.org.uk/sites/files/kf/field/field_pdf/Library-reading-list-clinical-leadership-May2015.pdf) .The 2015 reading list on *NHS reforms* is at http://www.kingsfund.org.uk/sites/files/kf/field/field_pdf/Library-reading-list-NHS-reforms-Aug2015_0.pdf.

- Here are 25 books recommended by some of the top CEOs in the world (compiled by John Rampton - http://www.inc.com/john-rampton/25-books-top-ceos-recommend-you-read.html

- For a comprehensive list of leadership books, take a look at this book database, arranged alphabetically by title: http://www.leader-values.com/book_list.php.

- For book reviews, go to the Amazon site and use the search engine: http://www.amazon.co.uk/. Also there is a selection of books with some reviews at http://www.manager-tools.com/book-reviews.

Recent recommended books

Do you have any recommendations for books that have been published recently? Please email me on john.hunt@gmx.co.uk so that I can add recommendations in future editions of this directory. Meanwhile here are some recently-published books which some people have enjoyed and recommended:

- Jan Filochowski - *Too Good To Fail?: Why Management Gets it Wrong and How You Can Get it Right* - http://www.amazon.co.uk/Too-Good-Fail-Management-Financial/dp/0273785230

- David Gelles *- Mindful Work* - http://www.amazon.co.uk/Mindful-Work-Meditation-Changing-Business/dp/1781251762 and http://www.davidgelles.com/

- Linda Holbeche - *The Agile Organisation* - http://www.amazon.co.uk/The-Agile-Organization-Innovative-Sustainable/dp/074947131X

- Daniel Kahnemann *- Thinking, Fast and Slow* - http://www.amazon.co.uk/Thinking-Fast-Slow-Daniel-Kahneman/dp/0374533555

- Nik Kinley & Shlomo Ben-Hur - *Changing Employee Behaviour: A Practical Guide for Managers* http://www.amazon.co.uk/Changing-Employee-Behavior-Practical-Managers/dp/1137449543

- Simon Lancaster - *Winning Minds: Secrets from the Language of Leadership* - http://www.amazon.co.uk/Winning-Minds-Secrets-Language-Leadership/dp/1137465921

- Max Landsberg - *The Tao of Coaching - Boost Your Effectiveness at Work by Inspiring and Developing Those Around You* - http://www.amazon.co.uk/Tao-Coaching-Effectiveness-Inspiring-Developing/dp/186197650X

- Joris Merks-Benjaminsen - *Think and Grow Digital* - http://www.amazon.co.uk/Think-Grow-Digital-Generation-Organization/dp/0071835369

- Gemma Reucroft & Tim Scott - *Putting Social Media to Work* - http://www.amazon.co.uk/Putting-Social-Media-Work-Practical-ebook/dp/B00WT1ZHWY

- Mike Roarty & Kathy Toogood - *The Strengths-Focused Guide to Leadership* - http://www.amazon.co.uk/Strengths-Focused-Guide-Leadership-Mike-Roarty/dp/129206417X

- Dave Ulrich - *The Leadership Capital Index* - http://www.amazon.co.uk/The-Leadership-Capital-Index-Realizing/dp/1626565996

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
john.hunt@gmx.co.uk

November 2015

4. News and keeping up-to-date in healthcare management

BBC
The BBC news website is http://www.bbc.co.uk/news/ and health news is at
http://www.bbc.co.uk/news/health/. Fergus Walsh is the BBC's Medical correspondent, and he has his
own section at: http://www.bbc.co.uk/news/correspondents/ferguswalsh/. Audio podcasts (health
programmes on Radio 4 especially) are at http://www.bbc.co.uk/podcasts (search for ' health' and
'business'). For videos, go to the BBC iPlayer at http://www.bbc.co.uk/iplayer and search for 'health',
'healthcare', 'leaders', 'leadership', 'management' and 'business' (note that iPlayer does not work
outside of the UK).

British Medical Journal
http://www.bmj.com/news. Headlines and first sentence can be viewed by everyone, but you may
need to take out a subscription to read articles in full and access all of its resources.

Channel 4 News
Channel 4 News is at http://www.channel4.com/news/. Politics is at
http://www.channel4.com/news/politics and Health is at http://www.channel4.com/news/health .

Daily Mail
http://www.dailymail.co.uk/health/index.html . Plenty of health stories, sometimes critical of the NHS.

Financial Times
http://www.ft.com/home/uk and http://www.ft.com/management (you may find that there are
restrictions on access to most material – but you may still be able to get access a specified number of
items every month for free if you register).

GPonline
For a GP perspective, try http://www.gponline.com/. The news section is at
http://www.gponline.com/channel/news/.

The Guardian
http://www.guardian.co.uk/society/health is the health section of the main paper.
http://www.guardian.co.uk/healthcare-network is the Guardian Healthcare Professionals network in
the Guardian Professional services ("insight, reports and data for NHS innovators"), and the network
also offers email updates
http://www.guardianpublic.co.uk is the Guardian Public Leaders network ("insight and best practice for
all pubic leaders").

Department of Health and NHS England
Main Home page and latest news: https://www.gov.uk/government/organisations/department-of-
health
Latest policies are at https://www.gov.uk/government/policies?departments%5B%5D=department-of-
health
Latest publications are at
https://www.gov.uk/government/publications?departments%5B%5D=department-of-health
NHS England: latest news at http://www.england.nhs.uk/news/ and publications are at
http://www.england.nhs.uk/publications/
NHS England publishes a number of regular bulletins at
http://www.england.nhs.uk/publications/bulletins/, for example 'Informed' (which is general news) and
Clinical Commissioning Groups - http://www.england.nhs.uk/category/publications/ccg-bulletin/.

The Health Service Journal
http://www.hsj.co.uk/news/
Excellent for the latest health service news and analysis. Headlines, HSJ Live, comment and the
occasional article can be viewed by everyone, but you will need to take out a subscription to read the
articles and access all of its resources.

The Independent
http://www.independent.co.uk/.
The NHS section is at http://www.independent.co.uk/topic/NHS.

National Health Executive
' National Health Executive is the independent management magazine for the whole health sector' - but I think is sponsored by suppliers - http://www.nationalhealthexecutive.com/Home

National Voices
'People shaping health and social care' - http://www.nationalvoices.org.uk/.

NHS Choices
http://www.nhs.uk/news/Pages/NewsIndex.aspx.

NHS Choices newsletter: Behind the Headlines: 'Finding it difficult to separate fact from fiction in your daily newspaper? With new claims for cures and causes of disease published each day, it's sometimes hard to know what to believe. Behind the Headlines provides an unbiased and evidence-based analysis of the 10 biggest health stories each week'. You can sign up for weekly email alerts from the link on this page.

The NHS Confederation
The NHS Confederation is the membership body for all organisations that commission and provide NHS services. "We are the only body to bring together and speak on behalf of the whole of the NHS.". It has a number of resources available from its website at http://www.nhsconfed.org/ (this features latest news). There are many resources (publications, briefings, reports, discussion papers, etc.) on this link: http://www.nhsconfed.org/resources), with a section on leadership at http://www.nhsconfed.org/health-topics/leadership (see especially http://www.nhsconfed.org/Publications/leadership/Pages/leadership.aspx).

NHS Employers
'As an organisation, our intention is to be the authoritative voice of workforce leaders, experts in HR, and negotiate fairly to get the best deal for patients.' Its website is http://www.nhsemployers.org/Pages/home.aspx. It produces a weekly NHS Workforce Bulletin - http://www.nhsemployers.org/about-us/our-communications/nhs-workforce-bulletin and a fortnightly NHS Managers' Bulletin - http://www.nhsemployers.org/about-us/our-communications/nhs-managers-bulletin.

nhsManagers.net
http://www.nhsmanagers.net/
The latest health news videos (from the BBC) are conveniently shown on this website. You can subscribe to receive great regular incisive analysis by email from Roy Lilley (an experienced NHS commentator) and some excellent links to current health management news and analysis.

PoliticsHome
This is a very useful website which draws together everything in politics in an unbiased way and is bang up-to-date ('all today's politics in one place'). The news front page is at http://www.politicshome.com/uk/front_page.html , and the section on Health and Care is at https://www.politicshome.com/topics/health-and-care

Politics.co.uk
Another useful politics website is http://www.politics.co.uk/. Health news is at http://www.politics.co.uk/news/health.

Private Eye
It's difficult to resist a satirical look at things through Private Eye (Ministers' essential reading) - and selections are available at http://www.private-eye.co.uk/. The health section is Phil Hammond's 'Medicine Balls' (usually a prt of this is in the columnists' section - http://www.private-eye.co.uk/columnists) . And more political gossip is on the Guido Fawkes website - http://order-order.com/.

Pulse
Interesting to get the GP perspective on things - http://www.pulsetoday.co.uk/gp-news.

Scoop.it
Health Blog round-up: this Scoop-it page has been created to serve as a round-up of health-related blogs - http://www.scoop.it/t/health-blogs
LeadershipABC; 'What you need to know about leadership - http://www.scoop.it/t/leadershipabc .

The Telegraph
The Health News section is http://www.telegraph.co.uk/health/healthnews/.

The Times
The home page is http://www.thetimes.co.uk/tto/news/, but alas you have to pay to read much more than the headlines.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
john.hunt@gmx.co.uk

November 2015

5. Leadership and management reference sources and repositories

12manage management encyclopaedia

12manage ("*the executive fast track*") describes itself as an "*e-learning community on management*". It's on: http://www.12manage.com/. It's free to register for the standard service (they charge for the Premium service though so avoid this unless you want to pay for it). The standard service still which gives access to 12 management disciplines, a superb comprehensive management encyclopaedia and dictionary with over 2,000entries, a management newsletter and an international executive network. The management discipline subjects include: change and organisation, communications and skills, decision-making, HRM, knowledge, leadership, programmes and project, strategy and quality. There is now a search app for mobile devices: http://www.12manage.com/mobile_help.html .

Businessballs

Businessballs contains a wealth of management and leadership development information, with "free career help, business training, organisational development - inspirational, innovative ideas, materials, exercises, tools, templates": http://www.businessballs.com/. The subject categories are at http://www.businessballs.com/businessballs-site-map.htm and the alphabetical index is at http://www.businessballs.com/businessballs-index.htm. An excellent resource.

Changing Minds

This is a very useful website. This says that it is 'the largest site in the world on all aspects of how we change what others think, believe, feel and do. There are already around 7,000 pages here, all free and with much more to come!' The index for this website is at http://changingminds.org/index.htm . The leadership section is at http://changingminds.org/disciplines/leadership/leadership.htm. It includes:

- Leadership theories http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm
- Leadership styles - http://changingminds.org/disciplines/leadership/styles/leadership_styles.htm
- Leadership actions - http://changingminds.org/disciplines/leadership/actions/actions.htm
- Followership - http://changingminds.org/disciplines/leadership/followership/followership.htm
- Leadership articles - http://changingminds.org/disciplines/leadership/articles/articles.htm

The section on change may also be of particular interest - http://changingminds.org/disciplines/change_management/change_management.htm.

Chartered Institute of Personnel & Development

There is a very wide range of resources available on the CIPD website on http://www.cipd.co.uk/hr-resources/ and http://www.cipd.co.uk/hr-resources/a-z/, many of which are available to non-members. CIPD podcasts are at http://www.cipd.co.uk/podcasts . There are over 100, and subjects include "Leadership and OD" and "Change Management".

Podcasts can be downloaded from http://www.cipd.co.uk/podcasts, and examples include Gary Hamel who speaks eloquently on change and innovation -http://www.cipd.co.uk/hr-resources/podcasts/32-gary-hamel.aspx, , and two podcasts on change at http://www.cipd.co.uk/hr-resources/podcasts/31-making-change-work-part-1.aspx and http://www.cipd.co.uk/hr-resources/podcasts/31-making-change-work-part-2.aspx. There are also good podcasts on *Distributed Leadership* at http://www.cipd.co.uk/hr-resources/podcasts/43-distributed-leadership.aspx, Learning and development in a socially networked age at http://www.cipd.co.uk/hr-resources/podcasts/54-learning-development-socially-networked-age.aspx,The importance of creating and sustaining a sense of shared purpose within organisations at http://www.cipd.co.uk/hr-resources/podcasts/56-creating-shared-purpose.aspx,, Inspiring the future at http://www.cipd.co.uk/hr-resources/podcasts/82-inspiring-future.aspx, Building the Best Team at http://www.cipd.co.uk/hr-resources/podcasts/95-building-best-team.aspx, Barriers to Leadership - http://www.cipd.co.uk/hr-resources/podcasts/87-barriers-leadership.aspx.

The Free Management Library

This comprehensive site is at http://www.managementhelp.org/. There are plenty of interesting subjects here. For example there is an overview of leadership at http://managementhelp.org/leadership/index.htm, an overview of management at http://managementhelp.org/management/index.htm and a section on supervisory development at http://managementhelp.org/leadership/development/index.htm (with management development at http://managementhelp.org/management/development/index.htm).

Harvard resources

There is a wide range of very good material available from the Harvard Business School and Harvard Publishing (in addition to access to the Harvard Business Review itself via Athens at http://search.ebscohost.com/login.aspx?direct=true&db=heh&jid=HBR&site=ehost-live):

- **Harvard Business School Working Knowledge**: http://hbswk.hbs.edu/
- **Harvard Business Publishing free email newsletters** (e.g. Management tip of the day, Weekly hotlist, HBR monthly update, Harvard management update, Leadership resource centre, and innovation and leadership monthly newsletters): http://email.hbr.org/preference-center
- **Harvard Business Publishing** has useful articles, blogs and podcasts at https://hbr.org/
- **Harvard IdeaCast podcasts** are at http://feeds.harvardbusiness.org/harvardbusiness/ideacast
- **Audio podcasts** are at http://itunes.apple.com/podcast/hbr-ideacast/id152022135
- **Video podcasts** are at http://itunes.apple.com/podcast/the-hbr-channel/id280272386
- **HBR is on YouTube** at http://www.youtube.com/HarvardBusiness and https://www.youtube.com/user/HarvardBusiness/videos .

Leadership Resource Guide (US students)

This is an interesting selection of leadership resources for students drawn up in the US (from Louisiana State University in Shrevport):
http://www.lsus.edu/Documents/Student%20Life/Student%20Activities/Leadership%20Resources%20-%20Online%20Leadership%20Library%20Final.pdf

Leadership Review

'Leadership Review helps leaders and managers across the globe do their jobs better by getting the latest information faster. We cherry-pick the most useful and interesting writing on current business issues to save busy leaders and managers time and effort - http://www.leadershipreview.net/leadership

Leader to Leader Institute

The 'Leader to Leader Institute' website is http://www.hesselbeininstitute.org/. This was established in 1990 as the Peter F Drucker Foundation for Nonprofit Management, the Leader to Leader Institute, an American organisation, "furthers its mission - to strengthen the leadership of the social sector - by providing social sector leaders with essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector organizations." The website offers a journal (*Leaders to Leaders Journal)* and journal articles,interviews, an audio/video collection and webinar replays – well worth a look - http://www.hesselbeininstitute.org/#!get-inspired/c1ghi .

Leadership Hub

The Leadership Hub is "a global Community of Practice, a leadership exchange where the 'goods' we trade are practical, inspiring insights on how to lead. Share insights and practice with members from around the world"**.** See http://www.theleadershiphub.com/.
- o Leadership modules are at http://www.theleadershiphub.com/leadership-modules
- o Blogs are at http://www.theleadershiphub.com/latest-content
- o Videos are at http://www.theleadershiphub.com/vault/videos
- o Leadership books are at http://www.theleadershiphub.com/vault/bookclub
- o Leadership Groups are at http://www.theleadershiphub.com/vault/groups
- o Quotes and two free ebooks are at http://www.theleadershiphub.com/vault/quotes .

Leading Today - weLEAD

'weLEAD' says that it has 'become the *most* comprehensive leadership, and management development web site on the worldwide web! We offer access to approximately 1000 free leadership articles, monthly tips, book reviews and an academic E-Journal to promote leadership training, and management development. We are committed to the ideal that great leaders are forged by knowledge, opportunity, experience and self-sacrifice. weLEAD is an organization developed by leaders, to promote positive leadership development in individuals, and organizations.' The website is at **http://www.leadingtoday.org/**. The resource centre is at **http://www.leadingtoday.org/category/resource_library/articles/**. More articles and ejournal archives are at **http://www.leadingtoday.org/welead-in-learning/** .

ManagementHelp

A free management library from the USA. There are approximately 650 topics in the Library, spanning almost 10,000 links. Each topic has additionally recommended books and related Library topics - http://managementhelp.org/

Manager Tools

This is a useful site with over 400 podcasts: http://www.manager-tools.com/ . The map of the website is at http://www.manager-tools.com/map-of-the-universe. It includes:
- Manager podcasts: http://www.manager-tools.com/podcasts/manager-tools
- Career tools podcasts: http://www.manager-tools.com/podcasts/career-tools
- Book reviews: http://www.manager-tools.com/book-reviews
- Manager forums: http://www.manager-tools.com/forums.

Mindtools

Mindtools says 'We're here to help you learn the practical, straightforward skills you need to excel in your career. (You can explore the menus on the left hand side to see our core skill areas.). Used together, these skills can help you become exceptionally effective, be a great manager and leader, be more successful in your career – and even become happier at work'. See www.mindtools.com. This organisation also sends out newsletters and has access to lots of very useful resources. You can sign up for a free newsletter and everyone can access some of this, but there is a charge for membership to be able to access everything. The current main sections and links to them are:
- Leadership skills - http://www.mindtools.com/pages/main/newMN_LDR.htm
- Team management - http://www.mindtools.com/pages/main/newMN_TMM.htm
- Strategy tools - http://www.mindtools.com/pages/main/newMN_STR.htm
- Problem solving techniques - http://www.mindtools.com/pages/main/newMN_TMC.htm
- Decision making techniques - http://www.mindtools.com/pages/main/newMN_TED.htm
- Project management tools - http://www.mindtools.com/pages/main/newMN_PPM.htm
- Time management - http://www.mindtools.com/pages/main/newMN_HTE.htm
- Stress management - http://www.mindtools.com/pages/main/newMN_TCS.htm
- Communication skills - http://www.mindtools.com/page8.html
- Creativity skills - http://www.mindtools.com/pages/main/newMN_CT.htm
- Learning skills - http://www.mindtools.com/pages/main/newMN_ISS.htm
- Career skills - http://www.mindtools.com/pages/main/newMN_CDV.htm.

Videos are at http://www.mindtools.com/pages/main/videos.htm.

SelfGrowth.com

This website is known as 'Self Improvement Online – the online self improvement community' and it describes itself as 'the most complete guide to information about Self Improvement, Personal Growth and Self Help on the Network' – it's at http://www.selfgrowth.com/ . This American website has over 350,000 self-improvement resources on just about everything and its focus seems to be primarily on lifestyle An introduction to the website is at http://www.selfgrowth.com/articles/Getting_Started_with_SelfGrowth_com.html. Its complete list of topics is at http://www.selfgrowth.com/topics.html - and there is a store of videos at http://www.selfgrowth.com/videos.html.

The section on 'success skills' may be of particular interest. Articles are at http://www.selfgrowth.com/successskills_articles.html and there is a websites directory at http://www.selfgrowth.com/websites/success_skills.html.

Leadership articles are at http://www.selfgrowth.com/leader_articles.html and leadership websites are at http://www.selfgrowth.com/leader.html.

Other topics include:
- Change management (http://www.selfgrowth.com/change_management.html and http://www.selfgrowth.com/change_management_articles.html)
- Learning (http://www.selfgrowth.com/learning.html and http://www.selfgrowth.com/learning_articles.html
- Peak performance (http://www.selfgrowth.com/peak_performance.html and http://www.selfgrowth.com/peak_performance_articles.html)
- Personal development (http://www.selfgrowth.com/personal_development.html and http://www.selfgrowth.com/personal_development_articles.html)
- Success principles (http://www.selfgrowth.com/success_principles.html and http://www.selfgrowth.com/success_principles_articles.html)
- Team building (http://www.selfgrowth.com/team_building.html and http://www.selfgrowth.com/team_building_articles.html).

The links in this section should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

November 2015

6. NHS leadership and management resources

6Cs Live
6Cs Live! offers support and encouragement to nurses, midwives and care staff committed to improving the quality of their service and the experience of their patients and celebrates their success. http://www.england.nhs.uk/6cs/

The Department of Health
The main Department of Health website is:
https://www.gov.uk/government/organisations/department-of-health. Its policy section is at https://www.gov.uk/government/policies and its publications are at https://www.gov.uk/government/publications. For example, the new NHS Constitution is at https://www.gov.uk/government/publications/the-nhs-constitution-for-england . Older publications are now in its archive - for example the Department of Health's paper published in 2009 on *Inspiring Leaders: leadership for quality* is at http://webarchive.nationalarchives.gov.uk/+/www.dh.gov.uk/en/publicationsandstatistics/publications/publicationspolicyandguidance/dh_093395.

The Edge
This is a free virtual hub for all who are committed to bold thinking and swift action for change in health and care; from patient leaders to front line change activists, improvement specialists to educationalists and researchers to senior leaders - http://theedge.nhsiq.nhs.uk/

The Health and Social Care Information Centre
This is " the trusted national provider of high-quality information, data and IT systems for health and social care". It provides high quality data to assist managers with decision making and therefore facilitate better care: http://www.hscic.gov.uk/about-us .

The King's Fund
An outstanding source of information and knowledgwe about healthcare. The King's Fund is an independent charity working to improve health and health care in England. 'We help to shape policy and practice through research and analysis; develop individuals, teams and organisations; promote understanding of the health and social care system; and bring people together to learn, share knowledge' - http://www.kingsfund.org.uk/. Some things of particular interest:
- Catch up with audio/video content from our past events, publications and projects. For videos, audio and audio slideshows produced by The King's Fund, see http://www.kingsfund.org.uk/audio-video
- There's an excellent alternative guide to the new NHS in England in this compelling animated video from the King's Fund - http://www.kingsfund.org.uk/projects/nhs-65/alternative-guide-new-nhs-england
- See also an alternative guide to mental health - http://www.kingsfund.org.uk/audio-video/alternative-guide-mental-health-care-england
- King's Fund report 'The innovations of today that point to better healthcare tomorrow: http://www.kingsfund.org.uk/reports/thefutureisnow/
- Most popular content of 2014: (reports, blogs, multimedia and infographics): http://www.kingsfund.org.uk/about-us/2014-highlights-kings-fund/our-most-popular-content-2014
- Leadership and Leadership Development in Health Care: The Evidence Base)A great report - collaboration between The King's Fund, The faculty of Medical Leadership and Management and the Center for Creative Leadership): http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/leadership-leadership-development-health-care-feb-2015.pdf
- You can sign up for various newsletters delivered to you free by email: http://www.kingsfund.org.uk/about-us/get-latest-news-kings-fund

Knowledge and Skills Framework (KSF) and the NHS Career Framework

This website gives details of the simplified KSF: http://www.nhsemployers.org/your-workforce/retain-and-improve/managing-your-workforce/appraisals/simplified-ksf. This links in with the NHS career framework and the national qualifications framework. See http://www.nhscareers.nhs.uk/working_develop.shtml.

London Leadership Academy

London Leadership Academy's Leadership toolkits - a very good range covering Managing self, Leading and managing others, and Leading teams and change - http://www.londonleadingforhealth.nhs.uk/leadershiptoolkit

National Institute for Health Research - Health Services & Delivery Research

The HS&DR Programme aims "to produce rigorous and relevant evidence on the quality, access and organisation of health services, including costs and outcomes. The programme will enhance the strategic focus on research that matters to the NHS including research on implementation and a range of knowledge mobilisation initiatives. It will be keen to support ambitious evaluative research to improve health services." The website is http://www.nets.nihr.ac.uk/programmes/hsdr /.

There are some excellent publications on Managing Change in the NHS from the Service Delivery and Organisation (SDO):

* **Making informed decisions on change: Key points for Health Care Managers and Professionals:** http://www.netscc.ac.uk/hsdr/files/project/SDO_A1_08-1001-004_V01.pdf
* **Organisational Change - a review for health care managers, professionals and researchers:** http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1001-001_V01.pdf
* **Developing Change Management Skills – a resource for healthcare professionals and managers:** http://www.netscc.ac.uk/hsdr/files/adhoc/change-management-developing-skills.pdf.

NHS Choices

The NHS Choices website is http://www.nhs.uk/Pages/HomePage.aspx. It includes a comprehensive A-Z of conditions and treatments, Live well, Care and support, Health news, and Services near you - and much more. NHS Live Well is worth a look at - http://www.nhs.uk/livewell/Pages/Livewellhub.aspx .

NHS Confederation

The NHS Confederation is the membership body for all organisations that commission and provide NHS services. "We are the only body to bring together and speak on behalf of the whole of the NHS". Its website is http://www.nhsconfed.org/Pages/home.aspx (which is the place to read its latest news). It produces a wide range of helpful publications, and resources can be found at http://www.nhsconfed.org/resources .

NHS Employers

NHS Employers has the vision to " be the authoritative voice of workforce leaders, experts in HR, negotiating fairly to get the best deal for patients". It is part of NHS Confederation and its website is http://www.nhsemployers.org/Aboutus/Pages/Home.aspx . Latest news is at http://www.nhsemployers.org/news and there is a good selection of publications and othjer resources at http://www.nhsemployers.org/case-studies-and-resources .In addition there are links to further resources such as checklists, toolkits, case studies, and video and audio.

NHS England

NHS England's home page is http://www.england.nhs.uk/. Its latest news is at http://www.england.nhs.uk/news/ . Resources are at http://www.england.nhs.uk/resources/. Bulletins for Clinical Commissioning Groups are on http://www.england.nhs.uk/category/publications/ccg-bulletin/.
The clinical commissioning group (CCG) Learning Network provides online support, resources and information for proposed CCGs. It will also be of interest to the wider health and care community involved in the commissioning development programme and the clinically led commissioning system - http://www.england.nhs.uk/resources/resources-for-ccgs/
Resources for CSUs: http://www.england.nhs.uk/resources/css/ -
Resources for direct commissioning: http://www.england.nhs.uk/resources/d-com/

NHS Evidence (National Institute for Health and Care and Excellence)
The National Institute for Health and Care Excellence (NICE) provides national guidance and advice to improve health and social care. NICE was originally set up in 1999 as the National Institute for Clinical Excellence, a special health authority, to reduce variation in the availability and quality of NHS treatments and care: http://www.nice.org.uk/

The NHS Evidence website is http://www.evidence.nhs.uk. NHS Evidence provides access to a comprehensive evidence base for everyone in health and social care who make decisions about treatments or the use of resources including clinicians, commissioners and service managers. NHS Evidence can help users identify the best evidence by sorting, sifting and prioritising information and awarding an accreditation mark to the most reliable sources of guidance.

The National Library for Health is now part of NHS Evidence, and eBooks, journals and databases are at https://www.evidence.nhs.uk/nhs-evidence-content/journals-and-databases. There are some resources relating to leadership, management, commissioning, and education and learning tools (if you can navigate your way round this site or put these words in the site's search engine). Local case studies are at http://www.nice.org.uk/about/what-we-do/into-practice/local-practice-case-studies.

The Health management specialist collection which used to be part of the National Library for Health is now run by the King's Fund - an excellent resource: see http://www.kingsfund.org.uk/ and for its library, see http://www.kingsfund.org.uk/library/ and its database is at http://kingsfund.koha-ptfs.eu/ .
The link to its Health Management and Policy Alert is http://kingsfund.blogs.com/health_management/

The NHS Five Year Forward View
http://www.england.nhs.uk/ourwork/futurenhs/
Compulsory reading for everyone in the NHS, from Simon Stevens, Chief Executive of the NHS. A short and exciting document.

The NHS Healthcare Leadership Model
This was published in 2013 and can be downloaded from here:
http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/
It sets out the nine dimensions of leadership behaviour (with essential, proficient, strong and exemplary scales for each. There is a self-assessment tool to support the Healthcare Leadership Model for those working in the NHS - at
http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-self-assessment-tool/

NHS Improving Quality

NHS Improving Quality works to improve health outcomes across England by providing improvement and change expertise. NHS IQ is an evidence-based organisation that has taken on board the lessons of improvement history and is aligned to the current needs and challenges of the NHS. The website is http://www.nhsiq.nhs.uk/, and its sections include a resource search engine, details of improvement programmes, capacity and capability, and news and events.

Their resources section is at http://www.nhsiq.nhs.uk/resource-search/publications.aspx
The Network Toolkit is at http://www.nhsiq.nhs.uk/capacity-capability/networks-for-health/network-toolkit.aspx, and it provides an online learning resource to help network leaders and users manage their networks effectively, providing the building blocks and 'know how' in the system for networks to strengthen and sustain their own development, performance and impact. The toolkit is being delivered in partnership with the Centre for Innovation in Health Management (CIHM).

A range of useful publications: http://www.nhsiq.nhs.uk/resource-search/publications.aspx
New era in thinking and practice in change and transformation:http://www.nhsiq.nhs.uk/resource-search/publications/white-paper.aspx
Improvement tools are at http://www.nhsiq.nhs.uk/resource-search/improvement-tools.aspx
Videos are at http://www.nhsiq.nhs.uk/resource-search/multimedia.aspx
Presentations are at http://www.slideshare.net/NHSIQ

It also has a Slideshare site - http://www.slideshare.net/NHSIQ
Blog site - https://nhsiq.wordpress.com/
YouTube site - https://www.youtube.com/channel/UC5xj10cNdFVMPqZyWg-F5kg
Pinterest site - https://www.pinterest.com/nhsiq/

The NHS Change Model is particularly interesting (see http://www.nhsiq.nhs.uk/capacity-capability/nhs-change-model.aspx). See also 'The Little Book of Large-Scale Change' - http://www.nhsiq.nhs.uk/media/2710404/2014_08_29_little_book_of_large_scale_change_square_v4_jrat_final_v8_-_version_2.pdf.

NHS IQ Improvement Science Alert

http://www.nhsiq.nhs.uk/capacity-capability/knowledge-and-intelligence/improvement-science-alert.aspx
The NHS IQ's Knowledge and Intelligence team scour over 250 sources each month to select and sign-post to the latest evidence in improvement science, leadership and large scale   transformational change. The latest issue contains a special edition on leadership (at http://www.nhsiq.nhs.uk/capacity-capability/knowledge-and-intelligence/improvement-science-alert/isa-anniversary-editions/leadership.aspx) which collates all 12 months (Sept 2014 – Sept 2015) of content on leadership specifically, broken into the following areas:
- Strategy, vision and commitment
- Capability and development
- Engagement
- Collaborative leadership
- Management

NHS Institute for Innovation & Improvement

The NHS Institute for Innovation and Improvement closed in March 2013, but material from it is still available - see http://www.institute.nhs.uk/. When it existed it published the modules in its Productive series of improvement aids as an e-learning course. The website is not being maintained now but nonetheless the Productivity series can be viewed at the moment at http://www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_series.html . The Productive Leader materials are at http://www.institute.nhs.uk/quality_and_value/productivity_series/the_productive_nhs_leader_ship_team_-_making_time_to_lead.html

Other useful products which may still be available include:
- **Quality and Service Improvement Tools**
  The Institute's Library had searchable details of quality and improvement tools at http://www.institute.nhs.uk/option,com_quality_and_service_improvement_tools/Itemid,5015.html. This resource is a comprehensive collection of proven quality and service improvement tools, theories and techniques that can be applied to a wide variety of situations. You can search the collection alphabetically for a specific tool (scroll down for this). Alternatively, you can browse groups of tools using one of five categories:
  www.institute.nhs.uk/building_capability/building_improvement_capability/improvement_leaders%27_guides%3a_process_and_systems_thinking.html
- **High Impact Actions**
  The High Impact Actions for Nursing and Midwifery were developed following a 'call for action' which asked frontline staff to submit examples of high quality and cost effective care that, if adopted widely across the NHS, would make a transformational difference.
  http://www.institute.nhs.uk/building_capability/general/aims.html?utm_source=SignUp.to&utm_medium=email&utm_campaign=203847-NHS+Institute+Alert+-+August+2010.
- **Productive General Practice**
  This programme supported general practices release time, increase efficiency and improve quality of care:
  http://www.institute.nhs.uk/productive_general_practice/general/productive_general_practice.html
- **Improvement Leaders' Guides: General Improvement Skills**
  Seven guides introducing a range of improvement advice:
    o   Improvement Knowledge and Skills
    o   Process Mapping – Analysis and Redesign

- o   Working with Groups
- o   Involving Patients and Carers
- o   Evaluating Improvement
- o   Use of Technology to Improve Services
- o   Sustainability and its Relationship with Spread and Adoption

  http://www.institute.nhs.uk/index.php?option=com_content&task=view&id=134&Itemid=35.

- **Improvement Leaders' Guides: Personal and Organisational Development.**
  Four guides focussing on the people and culture that make up an organisation and their impact on improvement - the people side of change:
  - Managing the Human Dimensions of Change
  - Redesigning Roles
  - Building and Nurturing an Improvement Culture
  - Leading Improvement

    www.institute.nhs.uk/building_capability/building_improvement_capability/improvement_leaders'_guides:_pers.html.

- **Improvement Leaders' Guides: Process and Systems Thinking.**
  Four guides based on the industrial models of processes, systems and flow:
  - Measuring for Improvement
  - Matching Capacity and Demand
  - Improving Flow
  - Working in Systems

    www.institute.nhs.uk/building_capability/building_improvement_capability/improvement_leaders%27_guides%3a_process_and_systems_thinking.html.

Once this website is closed you should be able to see all publicly available content on The National Archives website: http://webarchive.nationalarchives.gov.uk/*/http://institute.nhs.uk.

NHS Leadership Academy
The NHS National Leadership main website is http://www.leadershipacademy.nhs.uk/ (and its YouTube Channel is at http://www.youtube.com/user/NHSLeadershipAcademy)
The section about the NHS Leadership Framework is at
http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/

NHS Networks website
NHS Networks is a free resource which provides a home for networks of all kinds; a way for people to link with others who share their interests, to join existing networks or start new ones; and to enable networks to connect in interesting new ways. See http://www.networks.nhs.uk/news, where there are news items.
In addition there is a resources section (which includes 10 Smart Guides to Engagement and the link to the YouTube channel (http://www.networks.nhs.uk/network-resources), a blog section at
https://www.networks.nhs.uk/editors-blog/get-carson , forums at
https://www.networks.nhs.uk/discussion , events at https://www.networks.nhs.uk/events, and elearning at https://www.networks.nhs.uk/e-learning
. And you can sign up for a very useful regular newsletter at
http://www.networks.nhs.uk/@@register?newsletter=true.

NHS Research & Development
The NHS R&D Forum is a network for those involved in managing and supporting R&D in health and social care. Its aim is to improve the environment for research in health and social care by facilitating and encouraging sharing of best practice, and working with other organisations. www.rdforum.nhs.uk.

NHS Training for Innovation
This is all about improving patient care and safety by ensuring best practice in healthcare technology training. Projects draw on NHS expertise to create low-cost, high-impact training tools to improve patient safety, clinical team work and the effective use of medical devices. These range from complete e-learning packages and DVDs, to concise booklets and single-page guides for patients and staff. We share knowledge and promote best practice through our extensive stakeholder network of healthcare professionals, academic bodies and medical device companies - www.tfi.nhs.uk.

Oxford Health
Oxford Health has a good leadership website pointing to a range of learning resources:
http://www.oxfordhealth.nhs.uk/library/cpd-zone/cpd-by-topic/leadership/
http://www.oxfordhealth.nhs.uk/library/cpd-zone/cpd-by-topic/business/
http://www.oxfordhealth.nhs.uk/library/cpd-resources-by-profession/for-all-healthcare-professionals/
http://www.oxfordhealth.nhs.uk/library/cpd-z one/cpd-by-topic/
http://www.oxfordhealth.nhs.uk/library/cpd-zone/cpd-by-topic/presentation-skills/
http://www.oxfordhealth.nhs.uk/library/cpd-zone/cpd-by-topic/communication-skills/

Transformational change in the NHS
The Health Service Journal's interactive guide on how to achieve transformational change in the NHS:
http://www.hsj.co.uk/leadership/change-challenge/change-challenge-interactive-toolkit/5083743.article?blocktitle=Latest-Resource-Centre&contentID=16026

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk.

John Hunt
john.hunt@gmx.co.uk

November 2015

7. Other organisations with interest in health services

The Audit Commission
The Audit Commission closed on 31 March 2015, but its archive website is
http://webarchive.nationalarchives.gov.uk/20150421134146/http:/www.audit-commission.gov.uk/ .
Useful resources and guides can be downloaded from here..

Collaboration for Leadership in Applied Health Research and Care (CLAHRCs)
Established to undertake applied health research focused on the needs of patients and to support the
translation of research evidence into practice in the NHS. CLAHRCs are collaborative partnerships
between a university and the surrounding NHS organisations, focused on improving patient outcomes
through the conduct and application of applied health research. It is part of the National Institute for
Health Research, and its website is http://www.nihr.ac.uk/Pages/default.aspx . Its infrastructure is
outlined at http://www.nihr.ac.uk/infrastructure/Pages/default.aspx.

Faculty of Medical Leadership and Management
This organisation has been set up by the Academy of Medical Royal Colleges - .
http://www.fmlm.ac.uk/ . The Leadership themes section (https://www.fmlm.ac.uk/themes) and the
resources pages (http://www.fmlm.ac.uk/resources) are particularly helpful, with information on
publications, articles, websites, elearning, audio and video and newsletters.

The Health Foundation
This is 'an independent charity continuously working to improve the quality of healthcare in the UK' –
http://www.health.org.uk. Its publications are at http://health.org.uk/publications/ and its blogs are at
http://www.health.org.uk/blog/ . Each month, it scans of scan thousands of journals to select and
summarise around 60 of the most interesting studies about healthcare improvement, and the link to
this is http://www.health.org.uk/learning/research-scan/.

Healthtalk
http://www.healthtalk.org/ - Healthtalk is the award-winning website of the DIPEx charity. Healthtalk
and its sister website, Youthhealthtalk (http://www.healthtalk.org/young-peoples-experiences), let you
share in more than 2,000 people's experiences of over 60 health-related conditions and illnesses.

The King's Fund
The King's Fund seeks to understand how the health system in England can be improved. There are
publications, blogs, audio and video, and you can subscribe to its weekly newsletter. Its website has a
searchable library, annotated with abstracts or links to reports. Its website is www.kingsfund.org.uk.
Leadership and management health topics are at http://www.kingsfund.org.uk/topics/leadership-and-
management (with reports, blogs and multimedia offerings). Audio and video is at
http://www.kingsfund.org.uk/audio-video.

King's Fund Leadership Review 2012
The King's Fund Report *Leadership and engagement for improvement in the NHS - Together we can*
is at http://www.kingsfund.org.uk/publications/leadership_review_12.html. This follows the publication
in 2011 of *The future of leadership and management in the NHS - No more heroes* -
http://www.kingsfund.org.uk/publications/future-leadership-and-management-nhs.

Management Advisory Service
The Management Advisory Service is an organisation dedicated to providing you with specialised
management and executive services. It achieves this both by offering services directly and by linking
to other specialist service providers: www.mas.org.uk. Its article library is at
http://www.mas.org.uk/articles-bookshop.html For the first of a series of Management Tips on
promoting Staff Health and Wellbeing, visit Management Advisory Service's *12 Secrets of Managing
Wellbeing and Performance*
http://www.mas.org.uk/uploads/articles/The%2012%20Secrets%20of%20Managing%20Wellbeing%2
0and%20Performance.pdf.

National Audit Office
The link to the national Audit office is http://www.nao.org.uk/. You can search for its publications are at http://www.nao.org.uk/search/type/report/ and its Health and social care reports are at http://www.nao.org.uk/search/type/report/sector/health-and-social-care . THE NAO also offers expertise, guidance and toolkits on a variety of topics - just click on the topics tab at the top of the home page.

The Nuffield Trust
The Nuffield Trust describes itself as "an authoritative and independent source of evidence-based research and policy analysis for improving health care in the UK. We aim to help provide the evidence base for better health care." Its publications can be downloaded from http://www.nuffieldtrust.org.uk/, and you can also read blogs and access videos and audio from here.
And something of particular interest. Just prior to the new NHS structures going live in April 2013, the Nuffield trust interviewed some of the most experienced NHS leaders to gather their lessons for the new generation of leaders -.
http://www.nuffieldtrust.org.uk/sites/files/nuffield/publication/130328_changing_of_the_guard-final.pdf

Patient.co.uk
This site offers comprehensive health information as provided by GPs and nurses to patients during consultations: http://www.patient.co.uk/. The aim of Patient.co.uk is to provide non-medical people in the UK with good-quality information about health and disease.

PublicNet
'This is the World Wide Web community created for everybody interested in the public sector and its management. Public*Net* focuses on the issues challenging all parts of the public sector and encourages the sharing of good management practice.' : http://www.publicnet.co.uk/.

Really Learning
http://www.reallylearning.com/Free_Resources/free_resources.html
This is the source of many papers and free books - e.g. 'Why reforming the NHS doesn't work' - http://www.reallylearning.com/Free_Resources/Really_Managing_Healthcare/why-reforming-nhs-book.html

World Health Organisation - Management for Health Services Delivery
The World Health Organisation has a section of its website devoted to management at http://www.who.int/management/en/ and strengthening management capacity at http://www.who.int/management/strengthen/en/index.html. It's called 'The Health Manager's website', part of 'Management for Health Services Delivery'.
There are some important leadership and management topics at http://www.who.int/management/general/en/, including leadership for frontline managers at http://www.who.int/management/general/leadership/en/index.html and for higher level managers at http://www.who.int/management/general/leadership/en/index2.html (for example the toolkit for managers who lead is at http://erc.msh.org/toolkit/pdf/ResourcestoSupportManagersWhoLead.pdf - and the whole 304-page book including these resources can be downloaded from http://www.msh.org/sites/msh.org/files/mwl-2008-edition.pdf).

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk.

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

November 2015

8. Leadership and management expertise

Michael Abrashoff's 10 grassroots leadership principles:
"Leadership begins with a personal commitment to change. Accept this responsibility, and you have taken the first step towards establishing yourself as a leader." Captain Mike Abrashoff, US Navy. The *"It's Your Ship"* online learning series is based on Michael Abrashoff's 10 grassroots leadership principles. It is claimed that the principles will help you create and lead a team of confident and inspired problem solvers who take ownership and responsibility for organisational success: http://www.areteadventures.com/articles/the_agenda_grassroots_leadership.pdf.

American Management Association
http://www.amanet.org/Individual-Solutions.aspx . There is a large number of interesting articles, papers and podcasts on leadership, management and various skills (e.g. communication, interpersonal skills, presentation skills, project management, planning, thinking and innovation). You can also sign up for a newsletter called *Leader's Edge*.

Banff Centre, Canada
An interesting selection of articles which can be downloaded as pdfs -
https://www.banffcentre.ca/watch-listen-read/all/lougheed-leadership

Marcus Buckingham
Take a look at the website and resources from Marcus Buckingham: http://www.tmbc.com/ - the resources are at http://www.tmbc.com/resources . This website some additional material: http://strengthscampus.com/.

The Center for Creative Leadership (CCL) This has excellent resources (300 articles and a free Leading Effectively e-newsletter) on http://www.ccl.org/leadership/index.aspx. There is a health leader library at http://www.ccl.org/leadership/landing/healthcare/library.aspx and the latest leadership research knowledge, articles, podcasts and findings are at http://www.ccl.org/leadership/research/sharing/index.aspx.

The Change Management Toolbook
http://dev.change-management-toolbook.com/mod/book/view.php?id=74
The Change Management Toolbook is a collection of more than 120 tools, methods and strategies which you can apply during different stages of personal, team and organizational development, in training, facilitation and consulting. It is divided into three principle sections: Self, Team and Larger System.

Jim Collins
Jim Collins' website is http://www.jimcollins.com/index.html ". This website offers video and audio, tools, articles and book excerpts. Also, in a video he as, author of *"Good to Great",* defines what makes a level V leader: http://www.youtube.com/watch?v=q-KyQ90XByY&feature=related.

Crowe Associates
David and Sally Crowe have compiled a series of articles with free useful fact sheets that they add to regularly. The philosophy is "*practical wisdom spiced with an element of theory".* The articles are meant to provoke some thought around areas such as patient and public involvement, coaching skills, self esteem, effective listening skills, and emotional intelligence.
http://www.crowe-associates.co.uk/resources/

The Drucker Institute
This is a site associated with the *Leader to Leader* site (see previous section) at http://www.druckerinstitute.com/ - with its own newsletter and blogs. The archives are at http://www.druckerinstitute.com/project/drucker-archives/ ., there is a column in Time at http://business.time.com/category/management-leadership/the-drucker-difference/, and 'Drucker on the dial' is a collection of leadership audio interviews - at http://thedx.druckerinstitute.com/category/dotd/.

Kevin Eikenberry (Australia)
Kevin Eikenberry is an expert on team and leadership development. He is the author of the bestselling books *From Bud to Boss, Remarkable Leadership* and *Vantagepoints on Learning and Life,* He publishes four electronic newsletters and a popular blog, Leadership & Learning, collectively read by more than 80,000 people worldwide - www.kevineikenberry.com

Forbes Leadership
http://www.forbes.com/leadership/. Worth a look at some time. Lots of interesting stuff here (but bear in mind it is from the USA). For example: *Tips for a successful work day* - http://www.forbes.com/video/3974241504001/

Future-Engage-Deliver
Excellent leadership websites which link into Steve Radcliffe's books *Leadership plain and simple* (previously published as *Future – Engage – Deliver* and *How to make a bigger difference)*: http://www.futureengagedeliver.com/ and http://www.f-e-d.com/.

Garfinkel Executive Coaching
There are some useful leadership business articles on this website - http://garfinkleexecutivecoaching.com/leadership-business-articles. It may also be worth browsing round the rest of the website for other interesting articles - e.g. http://garfinkleexecutivecoaching.com/executive-coaching-articles

The Glass Lift
Women in Leadership. Several downloadable reports are available from the research section The Glass Lift - http://theglasslift.co.uk/category/research/

The Globe and Mail - Leadership
From Canada, a good leadership website -http://www.theglobeandmail.com/report-on-business/careers/careers-leadership/
For example, this piece is on what will your personal theme be for the year ahead:
http://www.theglobeandmail.com/report-on-business/careers/career-advice/experts/what-will-your-personal-theme-be-for-2015/article22161050/

Daniel Goleman
Many of you will have heard about the work that psychologist Daniel Goleman has carried out on emotional intelligence. His website is http://danielgoleman.info/, with blogs, audio and video. In this short video he discusses emotional intelligence and leadership:
www.youtube.com/watch?v=7Qv0o1oh9f4.

Lynda Gratton
is Professor of Management Practice at London Business School and is the founder of the Hot Spots Movement: http://www.lyndagratton.com/ and http://www.hotspotsmovement.com/. She has written six books and numerous academic articles and is considered one of the world's authorities on people in organisations. She is an influential strategic thinker and has just received the HR Most Influential Lifetime Achievement Award. The websites have plenty of interesting articles, videos, podcasts and blogs, and you can also subscribe to an email newsletter.

The Grossman Group
http://www.yourthoughtpartner.com/content-library
A range for free downloadable resources from US-based Grossman Group. Also some interesting leadership tips and tools.

Michael Hyett
This is focused on "intentional leadership." His mission is to "help leaders leverage their influence. As a result, I write on personal development, leadership, productivity, platform, and publishing. My goal is to create insightful, relevant content that you can put to work in your personal and professional life." - http://michaelhyatt.com/about

Nancy Kline

"*The most valuable thing we can offer each other is the framework in which to think for ourselves*"
(Nancy Kline). Nancy's work on the Thinking Environment (www.timetothink.com) complements
Michael West's work on effective team working (see below). The Thinking Environment® is a powerful
framework for thinking - it is a set of ten behaviours which help people to think for themselves with
rigour, imagination and courage. Articles are at http://www.timetothink.com/learn/articles/ .

LeaderShape.

This organisation specialises in leadership development, and has a useful resources section. See
http://www.leadershape.biz/resources/category/5-unknown
Also there is a pdf on "The Invisible Elephant": http://www.leadershape.biz/the-invisible-elephant-a-
the-pyramid-treasure

LeadershipZone

This is "a place where leaders & managers, OD HR & LD professionals, executive coaches and
others can sign up to access resources to make leadership easier.", run by a company called The
Forton Group. Details and blogs are at https://leadershipzone.wordpress.com/ and
http://leadershipzone.wordpress.com/about-the-leadershipzone/, the six leadership themes are at
http://leadershipzone.wordpress.com/the-6-leadershipzone-themes/.

Leader Values

http://www.leader-values.com/index.php - This has 'one of the widest collections of free resources available
on the web for you to browse and study': search engine, links (500+ entries at http://www.leader-
values.com/link.php), magazine articles (300+ at http://www.leader-values.com/mp/articles.php?p=1&fmt=2line)
quotations (700+ at http://www.leader-values.com/quote.php?alpha_filter=A) , books and glossary
(http://www.leader-values.com/glossary.php?alpha_filter=A) .

Leadership Wake Up! (from the Center for Creative Leadership_)

'The Surprising Truth about What Drives Stress and How Leaders Build Resilience'
A stimulating and practical guide - http://insights.ccl.org/wp-content/uploads/2015/04/WakeUp.pdf

Management information exchange

http://www.mixprize.org/. Lot of articles on 'solving the toughest management problems - together'.
For example, see the piece on the first NHS Change day - http://www.mixprize.org/story/biggest-
ever-day-collective-action-improve-healthcare-started-tweet-0#comment-28601.

MLab website

http://www.managementlab.org/ - lots of resources and some videos are on
http://www.managementlab.org/publications/video. It's all about "*accelerating the evolution of
management*".

Susan Mazza

Some interesting article on leadership from Susan Mazza from Australia: Co-author of The Character-
Based Leader and founder/author of Random Acts of Leadership™, Susan was named one of the
Top 100 Thought Leaders by Trust Across America in 2013 - http://randomactsofleadership.com/

Network leadership

An interesting and constantly changing collection of dozens of articles and blogs on network
leadership - http://www.scoop.it/t/network-leadership

OLA - Organisational Leadership Architecture

Pia Lee is the CEO of LIW, a global leadership consultancy based in Sydney. She is the joint author
of 'Keep Calm and Carry on Leading' - www.liw3.com. There are some good blogs at
http://liw3.com/newsblog /

Strategy-business.com

An interesting and stimulating website: http://www.strategy-business.com/strategy_and_leadership.

Michael West

You may already be familiar with the work of Professor Michael West, who used to work at Aston Business School and is now at Lancaster University Management School. He has researched the link between good management and leadership practice and the outcome of patient care. There are now a number of podcasts he has done on leadership, management teamwork and HR. They can be downloaded from the Aston Business School website on http://www.abs.aston.ac.uk/newweb/podcasts/. For more information around Professor Michael West's influential work seehttp://www.lancaster.ac.uk/lums/people/michael-west.

Margaret Wheatley: Margaret Wheatley says "for many years I've been interested in seeing the world differently - I've been applying the lens of living systems theory to organizations and communities". Her website is http://margaretwheatley.com/ (and see http://margaretwheatley.com/a-path-for-warriors-for-the-human-spirit/), from which you can:

- read articles - http://margaretwheatley.com/library/articles/
- listen to podcasts - http://margaretwheatley.com/library/podcasts/
- see videos - http://margaretwheatley.com/library/videos/
- read poetry - http://margaretwheatley.com/library/poetry/
- learn about her books - http://margaretwheatley.com/books-products/books/.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

November 2015

9. Business School resources

This section features these leading Business Schools:

- Ashridge Business School
- Aston Business School
- University of Birmingham – Health Service Management Centre
- Bristol Business School
- The Cambridge Judge Business School
- Cass Business School
- The Center for Creative Leadership
- Cranfield University School of Management
- University of Exeter Business School and Leadership South West
- Harvard Business School
- Henley Business School
- Imperial College Business School
- INSEAD
- Lancaster University Management School and the Northern Leadership Academy
- University of Leeds - Centre for Innovation in Health Management
- London Business School
- Manchester Business School
- The Open University Business School
- Saïd Business School, University of Oxford
- University of Warwick and Warwick Business School
- Wharton Business School at the University of Pennsylvania

Ashridge Business School

Ashridge Business School, established in 1959, is one of the leading centres for executive education in the world and is consistently ranked as one of the world's top business schools in the annual *Financial Times* rankings. It describes its purpose as "to develop managers. By developing their knowledge, skills, behaviours and practices, Ashridge seeks to contribute to their personal success, that of their organisations and of wider society". The Ashridge Business School website is at http://www.ashridge.org.uk/.

Ashridge's has research interests are at http://www.ashridge.org.uk/faculty-research/research/ and http://www.ashridge.org.uk/faculty-research/research/our-areas-of-expertise/, then follow the links depending on your particular interests.

There is a very good resources section. The Ashridge Journal, called *360°* is published twice a year and has a host of interesting papers on management and leadership. The latest edition is at http://www.ashridge.org.uk/insights/360-the-ashridge-journal/winter-edition-2015/. You can download a pdf version of the whole edition, or you can click on each of the articles to read or download them.. There are also links to previous editions going back as far as 2004.

The Ashridge Insights blog is at http://www.ashridge.org.uk/insights/blog/ (together with an extensive blog archive). In addition, in the Faculty publications section, you can see about 250 research articles (most recent first), many of which can be downloaded (if you see the pdf icon) at http://www.ashridge.org.uk/faculty-research/research/publications/. And if you want to know more about its current research, follow the links at http://www.ashridge.org.uk/faculty-research/research/current-research/research-projects/.

Aston Business School

Aston Business School's website is http://www.aston.ac.uk. Its news page is. http://www.aston.ac.uk/about/news/. Information about its research is at http://www.aston.ac.uk/research/ .

Its work on the effectiveness of organisations is of particular interest to leaders. There is a selection of its podcasts (which include Michael West's podcasts on teamwork and leadership in the NHS) at http://www.abs.aston.ac.uk/newweb/podcasts/.

University of Birmingham – Health Service Management Centre
The University of Birmingham has its own Business School – more details are at http://www.business.bham.ac.uk/, and its research and departments are at http://www.business.bham.ac.uk/research/.

Of rather more interest to us is the separate Health Services Management Centre at the University of Birmingham. This describes itself as "one of the leading centres specialising in policy, development, education and research in health and social care services in the UK. HSMC's prime purpose is to strengthen the management and leadership of these services and to promote improved health and well-being."
Its areas of work are at http://www.hsmc.bham.ac.uk/work/, and there are a number of useful resources:

- Its newsletters are at http://www.birmingham.ac.uk/schools/social-policy/departments/health-services-management-centre/publications/newsletters.aspx
- Its policy papers are at http://www.birmingham.ac.uk/schools/social-policy/departments/health-services-management-centre/publications/policy-papers.aspx
- Current and recent publications are at http://www.birmingham.ac.uk/schools/social-policy/departments/health-services-management-centre/publications/index.aspx .

Bristol Business School, University of the West of England
The Bristol Business School's main website is http://www1.uwe.ac.uk/bl/bbs/aboutus.aspx . It offers executive development, including with health services. If you live within travelling distance of Bristol, they run a series of talks from influential leaders (distinguished executives) - see http://www1.uwe.ac.uk/bl/bbs/newsandevents/deaseries.aspx,and also other business events (see http://www1.uwe.ac.uk/business/businessevents.aspx).

The Cambridge Judge Business School
The Cambridge Judge Business School is the Business School at the University of Cambridge. Its website is http://www.jbs.cam.ac.uk/ . Its name changed in 2005 from the Judge Institute of Management to Cambridge Judge Business School. They describe themselves as one of the top business schools in the world, offering a variety of teaching programmes "advancing knowledge and leadership through people who leave a mark on the world. The world-class faculty of the School comprises around 55 members. They represent all continents and likewise their research interests span the globe and the full spectrum of business issues. Many are leaders in their field directing cutting-edge research, consulting for top businesses, advising governments, and most of all, bringing their experiences and new found knowledge into the classroom."

News and insights from the School is at http://insight.jbs.cam.ac.uk/ . there 'brain-food' section has some links to some intersting material http://insight.jbs.cam.ac.uk/category/insight/brain-food/ -. There is a good podcast centre with dozens of excellent podcasts at. http://cihrm.jbs.cam.ac.uk/leadership/podcasts/index.html, and videos are athttp://cihrm.jbs.cam.ac.uk/leadership/video/index.html. Opinion pieces are at http://cihrm.jbs.cam.ac.uk/leadership/opinion/index.html

It lists its publications at http://www.jbs.cam.ac.uk/research/publications/index.html - although this seems to be just a list and it does not seem possible to download these publications. However, it is possible to download pdfs of their working papers, and the link for this is http://www.jbs.cam.ac.uk/research/working_papers/index.html.

Cass Business School
Formerly known as the Sir John Cass Business School, it is part of City University, London, and is in the yop 100 business schools in the world. Its website is at http://www.cass.city.ac.uk/.

Cass Talks is an audio and video podcast and YouTube series hosted by BBC reporter and Cass alumnus, Alex Ritson, and former BBC broadcast journalist and current Cass full-time MBA student, Yo Takatsuki. Current and past talks are at http://www.cass.city.ac.uk/news-and-events/cass-talks.

There are some research papers available from the website, but you need to ferret around for them. The best starting point is http://www.cass.city.ac.uk/research-and-faculty or use its search engine (try "healthcare").

The Center for Creative Leadership

Whilst it is not a university business school as such, The Center for Creative Leadership undertakes a great deal of leadership education and research. On its website (http://www.ccl.org/leadership/index.aspx), it says "CCL offers what no one else can: an exclusive focus on leadership education and research and unparalleled expertise in solving the leadership challenges of individuals and organizations everywhere. We equip clients around the world with the skills and insight to achieve more than they thought possible through creative leadership".

A large number of interesting articles, podcasts, white papers and research reports are on http://www.ccl.org/leadership/impact/leadership.aspx and http://insights.ccl.org/?post_type=articles&article-type=white-papers .In addition, there are Global Research & Innovation Projects & Initiatives on http://www.ccl.org/leadership/research/projects.aspx - and follow links to a number of papers and some videos.

Cranfield University School of Management

Cranfield School of Management describes itself as "helping individuals and businesses across the world learn and succeed by transforming knowledge into action...... A combination of rigorous research and inspirational teaching is at the heart of everything we do. We are dedicated to creating new management thinking, improving business performance and inspiring the next generation of business leaders".

Its website is http://www.som.cranfield.ac.uk/som/. It features its research news on http://www.som.cranfield.ac.uk/som/p672/Research/Latest-News and its Management Information and Resource Centre is very good – "MIRC is your gateway to a wealth of electronic resources for learning and research, amongst the most comprehensive to be found in any management school". It's on http://www.som.cranfield.ac.uk/som/p12092/Knowledge/Management-Information-and-Resource-Centre,

Some of the material is password controlled – but the excellent "Quality websites: business and management" section is freely accessible – on http://www.som.cranfield.ac.uk/som/p17960/Knowledge/Home-MIRC/Quality-Business-Websites In addition, you may wish to check out the "Knowledge Interchange" section, some of which is also password controlled, but other parts are freely accessible – http://www.cranfieldknowledgeinterchange.com/Businessinfo.aspx - and you will find some podcasts, samples and some other materials which may be of interest.

University of Exeter Business School and The Centre for Leadership Studies

The link to the University of Exeter Business School is http://business-school.exeter.ac.uk/. There is a range of leadership research materials at http://business-school.exeter.ac.uk/research/leadership.php and http://business-school.exeter.ac.uk/research/areas/topics/management/, and management research at http://business-school.exeter.ac.uk/research/management/. Associated with it is The Centre of Leadership Studies, and for more information, see http://business-school.exeter.ac.uk/research/areas/centres/cls/ and http://centres.exeter.ac.uk/cls/.

Harvard Business School

There is a wealth of high quality material available from Harvard Business School. Its main website is http://www.hbs.edu/.

The School owns Harvard Business School Publishing which publishes business books, online management tools and teaching cases, and the monthly Harvard Business Review on www.hbsp.harvard.edu (this is only available on subscription, but some of you may be able to access the e-journal version though your Athens password or through certain professional bodies' websites - e.g. if you are a member of the Chartered Institute of Personnel and Development). This link connects to some useful free articles.

In addition, HBR IdeaCast™ is a wonderful free podcast service featuring breakthrough ideas and commentary from leading thinkers in business and management (scores of podcasts so far – and growing!), on http://feeds.harvardbusiness.org/harvardbusiness/ideacast and https://soundcloud.com/hbrideacast (at which you can listen to audio podacsts and also download them as mp3s. Podcasts include useful audio summaries of editions of the HBR).. Videos are at http://hbr.org/video.

You may wish to try HBS Working Knowledge. Its home page is on http://hbswk.hbs.edu/ . The website has to date a large number of interesting downloadable articles on leadership and management, and you can brownse by topic - for example, leadership is at http://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Leadership
There is a weekly bulletin which you can subscribe to free (the link to do this is on the website)..

Henley Business School
Henley Management College has merged with the University of Reading and is now known as Henley Business School. Its website is http://www.henley.ac.uk/ Recoded webinars are at http://www.henley.ac.uk/alumni/alumni-webinars/. videos are at http://www.youtube.com/user/HenleyBusinessSchool. Its academic areas are shown at http://www.henley.ac.uk/about-us/our-academic-areas/ and its research centres (with individual links) are at http://www.henley.ac.uk/research/, with papers and publications at http://www.henley.ac.uk/research/papers-and-publications/nlh. In addition, there is a range of published papers from the Business School listed at http://centaur.reading.ac.uk/view/divisions/1=5F3d300ab3.html.

Imperial College Business School
'We provide world class teaching and research at the heart of Imperial College London, one of the UK's and world's leading universities' - see http://www3.imperial.ac.uk/business-school
For news, see http://www3.imperial.ac.uk/media
For research articles, see http://www3.imperial.ac.uk/business-school/research (Health Management is at http://www3.imperial.ac.uk/business-school/research/healthmanagement)
. A number of discussion papers can be downloaded from http://wwwf.imperial.ac.uk/business-school/research/discussion-papers/ .

INSEAD
INSEAD describes itself as "The Business School for the World". Its main website is on http://www.insead.edu/home/. "As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and transform organisations." The school has two campuses in Europe (France) and in Asia (Singapore), and two centres in the Middle East (Israel and Abu Dhabi).

There is an impressive "Knowledge" section on http://knowledge.insead.edu/home.cfm. This includes latest articles, hot topics, videos, popular podcasts and publications, so it's well worth a visit – videos are at http://www.insead.edu/podcast/leadercast/latest.cfm , and there's lots on iTunes U (try http://itunes.insead.edu/welcome/).

Lancaster University Management School and the Northern Leadership Academy
The link to the Lancaster Leadership Centre webpage is http://www.lums.lancs.ac.uk/leadership/ (and its news section is http://www.lums.lancs.ac.uk/news/). Once onto the Lancaster Leadership Centre webpage you can navigate through to research, news and events (e.g. http://www.lums.lancs.ac.uk/departments/dml/   and http://www.lums.lancs.ac.uk/news/leadership/hr-experts-named-top-thinkers/).

There are also links to 6 leadership academies that you can enter, one of which is *The Northern Leadership Academy (NLA)* at http://www.northernleadershipacademy.org.uk/. There are articles at http://www.northernleadershipacademy.org.uk/articles/ and other resources at http://www.northernleadershipacademy.org.uk/resources/.

University of Leeds - Centre for Innovation in Health Management
'We are a network of doctors, public sector managers, organisational change consultants and academics, who are passionate about the health and well-being of people in this country. Our work focuses on complex change. The Centre for Innovation in Health Management is unique because it is a **'think and do tank'.** Not only do we contribute to academic research, we also work within health and social care to create the conditions for change. We generate new ideas in collaboration with our national and global partners, then test these in the quest for better public services.'
Its main website is http://www.cihm.leeds.ac.uk/
Its research and publications section is at http://www.cihm.leeds.ac.uk/research/
There are also some very useful archived resources at http://www.sddu.leeds.ac.uk/sddu-pd-online-resources-and-useful-links.html

London Business School
The London Business School website is http://www.london.edu/
LBS news is at http://www.london.edu/newsandevents/news/
There is a range audio podcasts at http://tunein.com/radio/London-Business-School-podcasts-p551149/ and http://feeds.feedburner.com/london/lbs and some videos are at http://www.podcastchart.com/podcasts/london-business-school-podcasts , Research papers are at http://www.london.edu/facultyandresearch/research/.
The latest edition of the Alumni News magazine is at https://www.london.edu/news-and-events/alumni-news-magazine#.VjNaTBOajZ5 .

Manchester Business School
Manchester Business School describes itself as "the largest campus based business and management school in the UK…. We are an international and progressive school, delivering cutting edge business thinking and teaching". Its main website is on http://www.mbs.ac.uk/ , and its news page is at http://www.mbs.ac.uk/about-mbs/news/. Its research areas are listed on http://www.mbs.ac.uk/news/research/ - "research excellence underlies all that we deliver in Executive Education - offering powerful insights into the latest management thinking."

Its podcast series *Think Out Loud* is available via iTunes at http://itunes.apple.com/gb/podcast/manchester-business-school/id467588417.

The Open University Business School
The Open University Business School's website is http://www.open.ac.uk/business-school/
Its news page is at http://www.open.ac.uk/business-school/news with resources at http://www.open.ac.uk/business-school/business-perspectives
Its research interests are outlined at http://www.open.ac.uk/business-school/research with resources posted on itunes (http://www.open.edu/itunes/).

Also, the Open University's Channel on You Tube is at http://www.youtube.com/user/TheOpenUniversity/videos, with the learning channel at http://www.youtube.com/oulearn (on which there are over 1,000 videos), and the research channel at http://www.youtube.com/user/ouresearch

You may also be interested in OpenLearn (see this from the elearning section): OpenLearn is the home of free learning from the Open University is at http://www.open.edu/openlearn/. The relevant section is *Money & Management*, which is at http://www.open.edu/openlearn/money-management and http://www.open.edu/openlearn/money-management/management. From here, you can navigate your way to *Editor's Choice*, the *Management tag cloud*, and *Most Popular*. From the *Money & Management* tab at the top, there are a number of relevant headings you can click on - for example *Leadership and Management* (including *Leading* and *Managing*), *Business Studies, Human Resources, Management Systems, Technology Management*, and *Accounting and Finance.* This is an excellent website to browse or explore, or just to get inspiration.

Saïd Business School, University of Oxford

The Saïd Business School is part of the University of Oxford and it is one of the top-rated Business Schools not just in the UK but in the world (currently ranking 16th in the world). Its Home Page is at http://www.sbs.ox.ac.uk/ . Peter Tufano is the Dean, and he describes the Business School in this way: " I discovered that Saïd Business School is a remarkable and vibrant community, uniquely positioned among business schools by virtue of being deeply embedded in Oxford." Latest news items are on the home page.

There used to be access to a range of videos at its "video room", to *Business at Oxford* (the Saïd Business School's regular magazine) and to research papers (including health research). However, since the website had been completely revamped, these seem to be no longer available. Its 'Research showcase" is at http://www.sbs.ox.ac.uk/faculty-research/research-showcase and research insights are at http://www.sbs.ox.ac.uk/faculty-research/insights-research . Health insights are at http://www.sbs.ox.ac.uk/faculty-research/insights-research/health . News is now at http://www.sbs.ox.ac.uk/school/news/school-news

Highly recommended: Whilst the Business School resources now seem to be pretty inaccessible, Oxford University itself is not and it has an impressive Tunes U site is at http://itunes.ox.ac.uk/. It has had over 25 million downloads and has more than 5,000 hours of material. If you do not have iTunes, you can access Oxford's podcasts at http://podcasts.ox.ac.uk/. This site is actually easier to navigate round than the iTunes site, and the Saïd podcasts (video and audio) are athttp://podcasts.ox.ac.uk/units/sa-d-business-school . And there's lots of really interesting podcasts and lectures on a huge range of other subjects (nothing to do specifically with leadership and management - but good for our education and it's all free!).

University of Warwick and Warwick Business School

Warwick Business School, part of the University of Warwick, describes itself as "a leading thought-developer and innovator, in the **top one per cent** of global business schools. Our students come from 146 countries to learn at undergraduate, masters, MBA and PhD level. WBS educates and develops global citizens, and promotes new knowledge to benefit business and society, through its executive education and applied research".

Information about the Business School is at http://www.wbs.ac.uk/about/. Its magazine is called "Core" and is at http://www.wbs.ac.uk/about/core/. Its research centres are at http://www.wbs.ac.uk/faculty/research/ and an indication about recent publications is at http://www.wbs.ac.uk/faculty/publications/. Some of this has a commercial perspective, though, and its public sector work seems to be mainly in local government.

The University's Institute of Health was based within what was the School of Health and Social Studies in the Faculty of Social Sciences, but it was disestablished in April 2013 - http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick . Its publications (reports and papers) are still available to view though, at http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick/publications/occasional/ . Some of its work is carried on through Warwick Medical School - http://www2.warwick.ac.uk/fac/med/research/hscience/sssh/
A list of its newsletters called "Update" is at http://www2.warwick.ac.uk/fac/cross_fac/healthatwarwick/publications/update/ .

Wharton Business School at the University of Pennsylvania

Wharton Business School at the University of Pennsylvania is world's first collegiate business school, established in 1881, and it has one of the largest and most published business school faculty with 250+ standing and associate members. The main website is at http://www.wharton.upenn.edu/, which has news, videos, and links to resources via Knowledge@Wharton.

Knowledge@Wharton has its own website at http://knowledge.wharton.upenn.edu/ (with more details at http://knowledge.wharton.upenn.edu/about/. This includes sections on:
- Leadership at http://knowledge.wharton.upenn.edu/topic/leadership/
- Management at http://knowledge.wharton.upenn.edu/topic/management/
- Executive education at http://knowledge.wharton.upenn.edu/category/executive-education/

- Strategic management at http://knowledge.wharton.upenn.edu/category/strategic-management/
- Human Resources at http://knowledge.wharton.upenn.edu/category/human-resources/

There are also plenty of podcasts at http://knowledge.wharton.upenn.edu/podcast_archive.cfm and a newsroom at http://knowledge.wharton.upenn.edu/newsroom.cfm.

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If you are interested in finding out more, the Financial Times has the most recent rankings of Business Schools at http://rankings.ft.com/businessschoolrankings/rankings.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk.

John Hunt
Development manager & coach
john.hunt@gmx.co.uk
November 2015

10. Topics of interest

Action Learning Sets

This factsheet gives information about the range of learning methods, including action learning: www.cipd.co.uk/subjects/lrnanddev/general/actionlearning.htm. There are more details about their use at: http://www.primis.nhs.uk/attachments/538_Learning-Networks-Action-Learning-Sets.pdf, http://www.kssleadership.nhs.uk/sites/default/files/Action%20Learning%20-%20definition.pdf, http://www.actionlearningassociates.co.uk/actionlearning.php and http://www.actionlearningassociates.co.uk/action-learning-sets.php .

An Alternative Guide to the NHS

A brilliant animation from the King's Fund showing the impact of the Health & Social Care Act: http://www.kingsfund.org.uk/projects/nhs-65/alternative-guide-new-nhs-england.

Best Management Practice

Best Management Practice, comprising the Office of Government Commerce, TSO and APMG, has together launched a number of official websites for its best practice guidance, ITIL, PRINCE2, MSP, MoR and P3O.See https://www.axelos.com/case-study-and-white-paper-search and https://www.axelos.com/store and follow the links. (On 1 July 2013 'AXELOS' was announced as the new Joint Venture company that the Cabinet Office has formed to deliver and commercialise the UK Government's portfolio of Best Management Practice accreditation and publishing services, including the ITIL and PPM product sets).

Building your Business Case

The British Heart Foundation (BHF), the Coronary Heart Disease Collaborative (CHD Collaborative) and the British Association for Cardiac Rehabilitation (BACR) recognise that many staff working on the ground receive limited training or support to enable them to write a comprehensive and detailed business case: http://community.bhf.org.uk/sites/default/files/hl_sustainability_workshop_build_your_business_case_.pdf.

Chairing meetings

The meetings management section of the Productive Leader material from the former NHS Institute for Innovation and Improvement is very useful, and here is a downloadable version of this: https://www.heftfaculty.co.uk/sites/default/files/Meetings%20Management.pdf
These websites explain how to chair meetings effectively:
http://www.meetingwizard.org/meetings/chairing-a-meeting.cfm
http://non-profit-governance.suite101.com/article.cfm/how_to_chair_meetings_effectively
http://www.diycommitteeguide.org/article/chairing-meetings.

Change Management Toolkit

This toolkit is designed to help manage the process of change which we are all experiencing in the NHS. Some of the toolkit focuses on organisational change and some is personally focused. Some of the toolkit is written for general information; some of it requires some thought about values and priorities. It is intended to be a personal document, to complete as required and with personal results. www.fsdnetwork.com/documents/change%20management%20toolkit.pdf.
See also 'The Little Book of Large Scale Change' from NHS Improving Quality - http://www.nhsiq.nhs.uk/media/2710404/2014_08_29_little_book_of_large_scale_change_square_v4_jrat_final_v8_-_version_2.pdf .

Change the way you work and career advice – Changeboard

http://www.changeboard.com/: This is aimed primarily at HR professionals, but there is some useful material here for everyone. See especially the sections on leadership (http://www.changeboard.com/content/leadership/ and career development (http://www.changeboard.com/content/career-development/) - for example http://www.changeboard.com/content/4052/career-development/career-management/the-best-career-advice-you-could-ever-get/.

Coaching
Two particularly good websites on coaching are The Coaching and Mentoring Network at http://www.coachingnetwork.org.uk/Default.htm and Mike Munro Turner's website at http://www.mikethementor.co.uk/index.php. And this website is aimed especially at doctors: http://www.thedoctorscoach.co.uk/.

Coaching for Organisation Change
See thisfrom Phil Morley CEO Mid-Cheshire Hospitals on *Coaching for Organisation Change* and various interesting a papers from a 2010 conference:
http://www.institute.nhs.uk/building_capability/general/the_first_nhs_national_coaching_conference.html.

Coaching - The Performance Coach
This website has a very good selection of blogs, articles, videos and webinars on coaching - http://www.theperformancecoach.com/blog/ . Its YouTube channel is at https://www.youtube.com/user/performancecoachtv .

Competence Application Tools
A range of tools and resources which are useful for personal skills development which can help you:
- Define your current level of competence
- Identify the competences you need to do your current job
- Show you the competences you need to develop your career

See how your competences fit in with a wider team skills mix: https://tools.skillsforhealth.org.uk/ (you may need to register first to access these tools).

Common Purpose
is a not-for-profit organisation that brings together people from a wide range of backgrounds to help them become more effective leaders in society. They run a range of leadership development courses that offer participants the inspiration, knowledge and connections to help them become more active and engaged in society: http://www.commonpurpose.org.uk/.

Communication skills
There are some great free materials on all aspects of communication from the BBC College of Journalism at http://www.bbc.co.uk/journalism/skills/ . Well worth a look, as we can learn a lot about this from good journalism.

Effective meetings Resource Centre
In dealing with our own trials and tribulations in the meeting room, keeping people on track and on time, we learned about the effective meeting process. While doing research for our own meeting challenges, we noticed that most of the meeting information available was theoretical and not easily implemented. We decided to focus on what was missing from this information and provide a remedy for the situation: http://www.effectivemeetings.com/meetingbasics/index.asp.
The meetings management section of the Productive Leader material from the former NHS Institute for Innovation and Improvement is very useful, and here is a downloadable version of this:
https://www.heftfaculty.co.uk/sites/default/files/Meetings%20Management.pdf

Foghound
This is about 'empowering leaders inside' by Lois Kelly - articles, presentations and audio at http://www.foghound.com/resources/

Getting Things Done
For those of you who are interested in the theme of the how to be a productive manager see the **GTDTimes** website at http://www.davidco.com/ and podcasts on http://www.davidco.com/podcast.php with news on http://www.gtdtimes.com/ . There's a good summary of Getting Things Done at http://www.getrichslowly.org/blog/2006/11/06/getting-things-done-how-to-take-control-of-life/.

How to be happy, by Liggie Legg
For a free sample of this, go to
http://issuu.com/wiley_publishing/docs/how_to_be_happy_esampler2?e=1085234/3437296

The Influence Blog
The Gautrey Group is an organisation that focuses on helping people to become more influential. So if you are interested in influencing skills, take a look at the website at http://www.gautreygroup.com/index.php. Articles are at http://www.gautreygroup.com/articles/index.php,. The Influence blog is at https://www.learntoinfluence.com/blogroll/ .

Improvement model - PDSA cycle
from the former NHS Institute (archived but still accessible)
http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/plan_do_study_act.html
There's a slide presentation on PDSA (and lots of other relevant material on the 'Learn to Make a Difference' section of the Royla college of Physicians website at https://www.rcplondon.ac.uk/guidelines-policy/ltmd-projects

Innovation - Rogers' diffusion of innovation/adoption curve
There's a useful summary at http://www.enablingchange.com.au/Summary_Diffusion_Theory.pdf (see diagram at top of page 4) and see also
http://www.valuebasedmanagement.net/methods_rogers_innovation_adoption_curve.html

King's Fund Report: Leadership needs of medical directors and clinical directors
The King's Fund conducted a survey of clinical and medical directors to find out what skills they believed they need to face future challenges. This report summarises the findings:
https://www.kingsfund.org.uk/sites/files/kf/Leadership-needs-clinical-directors-medical-directors-Richard-Giordano-Kings-Fund-August2010.pdf .

King's Fund Report: Quality Improvement in General Practice
http://www.kingsfund.org.uk/current_projects/gp_inquiry/dimensions_of_care/quality_improvement.html.

Manager's toolkit
Here is a very helpful toolkit published by Leicestership Partnership NHS Trust designed for both newly-appointed and established line managers, and much of this is applicable throughout the NHS. It can be downloaded from http://www.leicspart.nhs.uk/Library/ManagersToolkitPublishedV1Jan15.pdf.

Managing people through major transitions
See http://www.idea.gov.uk/idk/aio/15684465 for an interesting report on how this is done in local authorities.

Mindful leadership -
Maria Gonzalas has written about this - http://eu.wiley.com/WileyCDA/WileyTitle/productCd-1118127110.html (and you can download a chapter as a pdf for free - http://media.wiley.com/product_data/excerpt/10/11181271/1118127110-397.pdf

Motivation Index
This is very simple to do and is free (you just need to register via email). It covers commitment, energy, competence and confidence, all qualities of leadership, and then offers some prompts for reflection and action. It takes about 10 minutes and here is the link: http://www.100wattcoaching.com.

NHS numbers in graphs
For those of you who love graphs, see this link: http://www.nuffieldtrust.org.uk/nhs-numbers-0 .

NLP (Neuro-linguistic programming)
NLP has been variously described as the technology of the mind, the science of achievement, and the study of success. It is based upon the search for and the study of the factors which account for either success or failure in human performance. These are useful websites: http://www.nlp-now.co.uk/nlp-what.htm and http://www.nlp-now.co.uk/tips-n-tech.htm. Also there are lots of NLP videos at http://www.nlpacademy.co.uk/videos/.

ODI communication tool
A website on successful communication:
http://www.odi.org.uk/rapid/Tools/Toolkits/Communication/tools.html.

5 operating principles of the 21st century manager
Blog at http://blog.alliedtalent.com/2015/04/30/5-operating-principles-of-the-21st-century-manager/

Person-centred care
See http://www.nationalvoices.org.uk/evidence
Evidence from 779 systematic reviews of ways to make person centred care happen.
'We provide accessible and accurate information so commissioners, health professionals and service-user groups can see what works best and how to invest time and resources.'Person-centred care involves placing people at the forefront of their health and care. It ensures people retain control, helps them make informed decisions and supports a partnership between individuals, families and services. Some of the main components of person-centred care involve:
• supporting self-management
• supporting shared decision-making
• enhancing experience of healthcare
• improving information and understanding, and
• promoting prevention

A Practical Guide to Managing Your Career - Enhancing your Potential
http://www.leicspart.nhs.uk/Library/EnhancingYourPotential.pdf
This is designed to help us review and manage our careers through the change process. It recognises that change can bring opportunities for personal change and may create situations where people need to make career decisions based on the future of the NHS.

The practice of system leadership: Being comfortable with chaos
This King's Fund report by Nick Timmins (2015) draws on the experiences of 10 senior leaders to look in depth at the skills needed to be a system leader.
http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/System-leadership-Kings-Fund-May-2015.pdf

Presentations
10 slideshows to help you create killer presentations – you can see these at
http://econsultancy.com/uk/blog/8514-10-slideshows-to-help-you-create-killer-presentations-in-2012.
Some good tips here.

Project management
Free templates for project management:
www.businessballs.com/freematerialsinword/projectmanagementtemplates.doc. Also, The PRINCE2 templates are available to download, and can be customised for your own personal use. They are based on Managing Successful Projects with PRINCE2: Go to https://www.axelos.com/store and click on 'PRINCE2' and to look at a pocket guide, see
http://www.vanharen.net/Samplefiles/9789087535445_prince2-edition-2009-a-pocket-guide.pdf
Primary Care Commissioning
Primary Care Commissioning is a key part of the recent changes in the NHS. For useful websites and resources on commissioning see these links:
http://www.pcc-cic.org.uk/
http://www.nhsalliance.org /
http://www.nuffieldtrust.org.uk/publications/
http://www.networks.nhs.uk/.

Quality Improvement: theory and practice in healthcare
A comprehensive and invaluable publication from the Institute for Innovation and improvement – see
www.nhsiq.nhs.uk/download.ashx?mid=9125&nid=9127

Return on Investment (ROI) calculator
This tool calculates the return on investment (ROI) of a quality improvement initiative using the financial benefits and costs data you insert from your project. The ROI calculator can be used at the start of a project to provide an estimate of the costs for upfront justification and again towards the end of a project as a measure for the success of the improvement project.
http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/Return_on_Investment_(ROI)_calculator.html

Root Cause Analysis Using Five Whys
By repeatedly asking the question 'why?' (use five as a rule of thumb), you can peel away the layers of an issue, just like the layers of an onion, which can lead you to the root cause of a problem. The reason for a problem can often lead into another question; you may need to ask the question fewer or more than five times before you get to the origin of a problem.
www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/identifying_problems_-_root_cause_analysis_using5_whys.html

Self-help
Here's a self-help book to beat all other self-help books targeted at younger people, but there's something here for us all. Covers Get Wise, Get Tenacious, Get Fearless
http://generationwtf.com/
http://generationwtf.com/tools/
http://generationwtf.com/the-book/ (the first section is available as a free download)

Social media - Effective ways of using social media
This is a Northern Ireland webpage, but is applicable generally:
http://stevenkinnear.com/the-ni-healthcare-social-media-guide/

Social media highway code
is a practical and encouraging guide for doctors and other healthcare professionals who use social media and want to ensure they get the most out of their online communications, while ensuring they meet their professional obligations and protect their patients - http://www.rcgp.org.uk/social-media

Social media - How to use social media to become a thought leader
http://evotv.com.au/nomorepractice/9054/emg-blog-3-easy-steps-to-becoming-a-social-media-thought-leader

Stress Management Competency Indicator Tool
The Health & Safety Executive's line manager stress management competency indicator tool is at: http://www.hse.gov.uk/stress/mcit.htm and the tool itself is at: http://www.hse.gov.uk/stress/mcit.pdf. This measures how effective line managers are at preventing and reducing stress in their staff.

SurveyMonkey
has a single purpose: to enable anyone to create professional online surveys quickly and easily.
http://www.surveymonkey.com/.

Talent Management in the NHS Managerial Workforce
 This is the title of an interesting report published by the National Institute for Health Research. The full report can be downloaded from http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1808-247_V01.pdf .

Thinking Differently
The Thinking Differently book will provide you with a range of practical approaches and tools that many NHS leaders and front-line teams have already used to fundamentally rethink pathways of care and service delivery. This guide will not only help you to learn how to improve the services you provide, but how to transform them.
www.institute.nhs.uk/building_capability/new_model_for_transforming_the_nhs/thinking_differently_guide.html.

Tools for learning
Jane Hart has compiled the Top 100 Tools for Learning 2015 from the votes of over 2,000 learning professionals (from education and enterprises) worldwide. It's at http://c4lpt.co.uk/top100tools/. You may also be interested in 10 trends for workplace learning - http://www.c4lpt.co.uk/blog/2015/10/02/10-trends/.

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
john.hunt@gmx.co.uk

November 2015

11. Getting inspiration

Addicted2success
Plenty of advice on success here - includes motivation, quotes, lifestyle, podcasts and videos.
http://addicted2success.com/

Art of Brilliance
This website promotes positive thinking and making the most of the resources that you have. It also has free downloads: http://www.artofbrilliance.co.uk/ - and see its resources at http://www.artofbrilliance.co.uk/resources (ebooks, podcasts and videos).

Elaine Bailey life coaching
Some thought-provoking blogs here:
- http://www.elainebaileyinternational.com/wordpress/blog/
- http://www.elainebaileyinternational.com/wordpress/2013/09/hows-your-sense-of-direction-do-you-know-where-youre-growing-to/
- http://www.elainebaileyinternational.com/wordpress/2013/10/do-you-have-the-energy-to-get-the-job-done/#

Boards
Building the best boards - HBR
https://hbr.org/2004/05/building-better-boards/ar/1
Includes 'What makes great boards great' - Jeffrey A Sonnenfeld:
http://repository.excellencegateway.org.uk/fedora/objects/eg:276/datastreams/DOC/content

Champions Club
http://championsclubcommunity.com/ – for personal development tips, etc.

Creativity Tools - An Overview
If you want to think innovatively, you need to observe what is going on around you. We are used to viewing situations from our own personal perspectives. However, by developing the skill of looking at things in a variety of different ways, you can make new connections and lateral leaps. Brainstorming, Six Thinking Hats, That's impossible, Fresh eyes, Wish for the seemingly impossible, Simple rules to thinking differently, Affinity diagram (this is a structured brainstorm).
www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/creativity_tools_-_an_overview.html.

Anne Marie Crowley
An interesting article from this coaching website from:
https://crowleypersonalchange.wordpress.com/2015/01/22/make-it-or-break-it-with-habits-for-2015/
(and click on the previous and next buttons at the top to read some other interesting blogs and via the home page - https://crowleypersonalchange.wordpress.com/).

Elevator pitch
Your elevator pitch needs an elevator pitch:
 https://hbr.org/2014/12/your-elevator-pitch-needs-an-elevator-pitch

The future of cities, information and inclusion
This is a very exciting website form which you can download a brilliant diagram of a 10 year forecast
http://www.iftf.org/our-work/global-landscape/human-settlement/the-future-of-cities-information-and-inclusion/

Atul Gawande

Compelling Also Reith lectures - http://www.bbc.co.uk/podcasts/series/reith: Why Doctors Fail, The Century of the System, The Problem of Hubris, and The Idea of Wellbeing - podcasts to listen to or to download and keep forever

Also an interesting talk on ' The difference between coaching and teaching' - the gap between competent and excellence which occurs in complex tasks, and how coaching approach can help.
https://www.youtube.com/watch?v=VabtGPVVihA

A History of Ideas
Excellent BBC radio 4 series with animated videos and back up notes
http://www.bbc.co.uk/programmes/b04bwydw

Ignite
These are events in over 100 cities worldwide. At the events Ignite presenters share their personal and professional passions, using 20 slides that auto-advance every 15 seconds for a total of just five minutes. A wide variety of topics – and some good examples of how to make effective PowerPoint presentations! See http://igniteshow.com/.

Information is Beautiful
Do you need some inspiration on how to present your data in way that is eye catching and informative? Then visit this site to be inspired! http://www.informationisbeautiful.net/.

Improve your productivity, reduce your stress
Five minutes that could reduce your stress and increase your productivity. Listen to these podcasts from the Mental Health Foundation at: http://www.mentalhealth.org.uk/information/wellbeing-podcasts/?entryid24=62272.

iTunes
There is a phenomenal amount of free material available on iTunes. For example, the Poynter Institute on http://itunes.apple.com/us/itunes-u/what-great-bosses-know/id380130790?ign-mpt=uo%3D2, Just use the iTunes search engine imaginatively!

Leadership movies
Need inspiration? Try looking at Inspirational video clips on leadership at:
http://www.simpletruths.com/movies.asp, for example:
- http://play.simpletruths.com/movie/the-essence-of-leadership/
- http://play.simpletruths.com/movie/the-power-of-teamwork/
- http://play.simpletruths.com/movie/rock-solid-leadership/
- http://play.simpletruths.com/movie/attitude-is-everything/

LinkedIn
http://uk.linkedin.com/ - for inspiration from thought leaders, and from fellow professionals you know - and those you don't. And there are thousands of discussion groups too - including the Institute of Healthcare Management's own discussion group for members.

Measuring well-being
From the New Economics Foundation (downloadable report):
http://www.neweconomics.org/publications/entry/measuring-well-being#.VLW3ny8E1qg.email

Mindgym
The Mindgym blog ("The latest thinking on thinking") is well worth taking a look at as there are some useful and practical articles here - http://uk.themindgym.com/home/ and http://uk.themindgym.com/category/blog/ . Also there are recorded webinars at http://uk.themindgym.com/category/webinar/ and white papers at http://uk.themindgym.com/category/whitepaper/ .

Personal and career goals
This could be done in respect of any 12 month period, not just at the New Year:
http://www.theglobeandmail.com/report-on-business/careers/career-advice/experts/what-will-your-personal-theme-be-for-2015/article22161050/

The Rise of HR - Wisdom from thought leaders.
A very good (and free) ebook. It's an anthology of essays by 73 of the world's leading HR voices addressing the critical issues facing business and talent professional today:
http://hrleadsbusiness.org/docs/default-source/pdf/the-rise-of-hr-wisdom-from-73-thought-leaders.pdf?sfvrsn=4

Slideshare
This website offers users the ability to upload and share publicly or privately PowerPoint presentations, Word documents and Adobe PDF Portfolios. You can find out more at http://www.slideshare.net/tour , the most popular are at http://www.slideshare.net/popular and you can search at http://www.slideshare.net/search (e.g. there are over 300,000 presentations on 'leadership' - http://www.slideshare.net/search/slideshow?searchfrom=header&q=leadership).

Stanford Social Innovation Review
'Informing and inspiring leaders of social change': http://www.ssireview.org/

TED Talks (Technology, Education, Design)
This is a massive collection of over 2,000 20-minute video talks on a huge number of interesting subjects – "ideas worth spreading". There are dozens of talks on leadership, management and health (use the search engine on this site). Inspiring - http://www.ted.com/talks.

TED Talks - recommendations
- Simon Sinek TED Talk - How great leaders inspire action:
  http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action
- 12 excellent talks to inspire (at any time of the year!):
  http://www.ted.com/playlists/217/talks_to_inspire_new_year_s_re
- 20 most popular TED talks of all time:
  http://www.ted.com/playlists/171/the_most_popular_talks_of_all
- 11 TED Talks that can help you reach your career goals this year
  http://www.ted.com/playlists/209/counterintuitive_career_advice
- How to manage for collective creativity
  https://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity?language=en
- Elizabeth Gilbert muses on the impossible things we expect from artists and geniuses — and shares the radical idea that, instead of the rare person "being" a genius, all of us "have" a genius.
  http://www.ted.com/talks/elizabeth_gilbert_on_genius?language=en
- Mihaly Csikszentmihalyi asks "What makes a life worth living?" and he looks to those who find pleasure and lasting satisfaction in activities that bring about a state of "flow."
  http://www.ted.com/talks/mihaly_csikszentmihalyi_on_flow
- The Science of Setting goals:
  http://ideas.ted.com/the-science-of-setting-goals/
- Author Isabel Allende is 71. In this candid talk, meant for viewers of all ages, she talks about her fears as she gets older and shares how she plans to keep on living passionately:
  http://www.ted.com/talks/isabelle_allende_how_to_live_passionately_no_matter_your_age
- Matthieu Ricard: What is altruism? Put simply, it's the wish that other people may be happy. And, says a happiness researcher and a Buddhist monk, altruism is also a great lens for making decisions, both for the short and long term, in work and in life.
  http://www.ted.com/talks/matthieu_ricard_how_to_let_altruism_be_your_guide?utm_source=newsletter_dai

Twitter
https://twitter.com/. Where to begin? Try #Leaders, #Leadership, #Leadtoday, #Leadchange, #Leadershipchat, #Management, #Managers, #Emotionalintelligence, #Communication.

The Young Foundation
The Young Foundation brings together insights, innovation and entrepreneurship to meet social needs - http://www.youngfoundation.org/.

YouTube

http://www.youtube.com/ (or www.youtube.co.uk for the UK version) - try using the search engine imaginatively (there are over 3 million videos on 'leadership', over 9 million on 'management' and over 15 million on 'health' - so be very selective!).

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

November 2015

12. General resources

BBC In Business
Details of recent programmes are at http://www.bbc.co.uk/programmes/b006s609. There is also an excellent "In Business" archive (going right back to 2002!) available from: http://www.bbc.co.uk/radio4/news/inbusiness/archive.shtml.

Business link
 Although Business Link now no longer seems to exist, there is a government helpline via https://www.gov.uk/business-support-helpline and also access to business planning templates, etc at https://www.gov.uk/write-business-plan.

Chartered Management Institute (CMI)
http://www.managers.org.uk/. Unfortunately many resources are only available to members, but there is some material generally available from an 'Insights' section at http://www.managers.org.uk/insights (Such as 'Women in the workplace' - http://www.managers.org.uk/research-analysis/research/influencing-public-policy/policy-submissions/women-workplace-december-201). Women members of the Chartered Management Institute can affiliate to Women in Management (WiM) at no extra cost. If you are interested, email: wim@managers.org.uk for further information. WiM operates nationwide and has around 2000 members who meet in regional groups.

Deloitte
The main website of this management consultancy firm is http://www.deloitte.com/view/en_GB/uk/index.htm . The public sector part of its website is http://www.deloitte.com/view/en_GB/uk/industries/government-public-sector/index.htm.

Dogpile and Zoo search engines
Can't find what you are researching on the internet via Google or one of the other search engines? How about trying http://www.dogpile.com/ or http://www.zoo.com/ This fetches and ranks results from multiple search engines – "*all the search engines piled into one*" - a metasearch engine. It is in effect, a search engine of other search engines - which could increase your choice of sites.

Dropbox
"is the easiest way to store, sync and share files online." There's no complicated interface to learn: https://www.dropbox.com/.

East of England Leadership articles
The Health Education East of England has some videos and a helpful collection of articles which you can download as pdfs - https://eoeleadership.hee.nhs.uk/resources_a_z

Emerald
www.emeraldinsight.com. This is a leading publisher of management research, and you may already have login authorisation to access to their publications via your Athens password. Generally accessible is the 'research in the news' material and videos and audio - click on 'Multimedia Zone' towards the bottom of the page, or try clicking on http://www.emeraldinsight.com/multimedia/index.htm , e.g. top management podcasts at http://www.emeraldinsight.com/multimedia/podcasts/index.htm?cat=7.

Ernst & Young
The main website of this management consultancy firm is http://www.ey.com/UK/en/home . The healthcare section is at http://www.ey.com/UK/en/Industries/Government---Public-Sector/Healthcare or you may need to use its search engine to find items about health.

Evernote
Evernote is an 'easy-to-use, free app that helps you remember everything across all of the devices you use. Stay organized, save your ideas and improve productivity. Evernote lets you take notes, capture photos, create to-do lists, record voice reminders--and makes these notes completely searchable, whether you are at home, at work, or on the go.' You can learn more about this at the

Evernote website at http://www.evernote.com/about/getting_started/.
https://itunes.apple.com/gb/app/evernote/id281796108?mt=8

Foundation of Nursing Leadership
This website - http://www.nursingleadership.org.uk/- provides the latest clinical and leadership news, clinical leadership resources, publications, articles and research, and free online leadership assessments. Thereis a link to the website "presenting magically" seminar; www.nursingleadership.org.uk/seminars/seminar_presenting.php and the career strengths test is on www.nursingleadership.org.uk/test3.php. Other free tools are at http://www.nursingleadership.org.uk/resources_free.php .

Free open source office software
http://www.moneysavingexpert.com/shopping/free-office-software (and scroll down)
http://www.pcworld.com/article/2010005/5-free-open-source-alternatives-to-microsoft-office.html

Google Scholar
Have you discovered Google Scholar? Google Scholar provides a simple way to broadly search for academic literature. From one place, you can search across many disciplines and sources: peer-reviewed papers, theses, books, abstracts and articles, from academic publishers, professional societies, preprint repositories, universities and other scholarly organisations. See http://scholar.google.co.uk/.

Professor Muir Gray
Plenty of interesting blogs here: http://blogs.bmj.com/bmj/category/muir-gray/

The Hay Group
Useful websites for leadership issues are on www.haygroup.com and http://www.haygroup.com/uk/ . Its library is at http://www.haygroup.com/en/our-library/.and blogs are at https://blog.haygroup.com/. . There is a good little publication called "The ins and outs of successful leadership" at http://www.haygroup.com/downloads/uk/Leadership_brochure_H%20labels.pdf. Its leadership competencies for NHS Foundation Trusts are outlined at http://www.haygroup.com/uk/downloads/details.aspx?id=20636.

iManage Performance
Quick free downloads and "killer hints and tips" - http://www.imanageperformance.com/ineed.html .

The Leadership Hub
http://www.theleadershiphub.com/. There are plenty of interesting things to explore here with lots of blogs, videos and groups.

Leadership Now
This is a useful website http://www.leadershipnow.com/ (although it has an American slant), with leading thoughts (http://www.leadershipnow.com/quotes.html), leading articles (http://www.leadershipnow.com/articles.html), leading blogs (http://www.leadershipnow.com/leadingblog/index.html) and leadership minute (http://www.leadershipnow.com/minute.html)– and it has some particularly good links to other leadership websites at http://www.leadershipnow.com/connections.html.

KPMG
The main website of this management consultancy firm is http://www.kpmg.com/uk/en/pages/default.aspx. Healthcare insights and reports are at http://www.kpmg.com/uk/en/industry/healthcare/pages/default.aspx?utm_medium=mdd&utm_source=link&utm_campaign=&utm_content=healthcare
The Healthcare section is at http://www.kpmg.com/uk/en/industry/publicsector/healthcare/pages/default.aspx

McKinsey
The main website of this management consultancy firm is http://www.mckinsey.com/ (and insights and publications are at http://www.mckinsey.com/Insights. The UK site is at http://www.mckinsey.com/global_locations/europe_and_middleeast/united_kingdom/en/ . This has a

number of publications in its 'latest thinking' section available at
http://www.mckinsey.com/global_locations/europe_and_middleeast/united_kingdom/en/latest_thinkin
g . Its Healthcare section is at
http://www.mckinsey.com/Client_Service/Healthcare_Systems_and_Services.aspx and it has what it
calls its Hospital Institute at http://www.mckinseyhospitalinstitute.co.uk/ .

OPM (Office of Public Management)
http://www.opm.co.uk/   There are some useful papers on a variety of subjects which can be
downloaded from this website at http://www.opm.co.uk/library/.

Public Sector Innovation
The Department for Business Innovation and Skills has this website is:
http://publicsectorinnovation.bis.gov.uk/ which is full of information and resources (e.g.
https://www.gov.uk/government/publications).

PwC
The public sector part of this management consultancy firm's website is
http://www.pwc.co.uk/government-public-sector/index.jhtml. Its Healthcare section is at
http://www.pwc.co.uk/government-public-sector/healthcare/index.jhtml.

**The links in this section have been tested and should still work, but this is a fast-changing
world. If you find that any of the links do not work, or if you discover any new ones, or have
any suggestions for additional resources, please email** john.hunt@gmx.co.uk**.**

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

November 2015

13. Best free mobile apps for leaders and managers

This is a selection of over 40 personally recommended free apps for mobile devices which may be of interest and useful to busy leaders and managers who like to learn something useful or catch up when out and about.

The first section is a range of leadership and management apps. The second section relates to NHS and healthcare apps. And the third section is a personal general section of apps which may be relevant for you. Each section is in alphabetical order - I have not yet ranked them in order of importance or quality - and some are better than others!

This is a personal selection. My main criteria for selection is that apps should be:
- completely free (I have tried to avoid the 'lite' versions which seem merely to promote the purchase of in-app purchases or expensive books)
- interesting
- useful and helpful
- easy (and sometimes fun) to use.

I have given a brief description of each of them (with text from the publishers shown in quotation marks). The links under each take you through to either the iTunes website or the publishers' own website. You may be able to download the app from these websites, but it is probably easier to download direct from the iTunes store.

I have tested them all out on my iPod Touch, and they are all suitable for both the iPhone and the iPad. I have where possible indicated the extent to which content is available off-line (which is handy if you are out of range of a signal or if you cannot get a free wifi or phone signal). Most of the apps should also be available for other smartphones and I would welcome feedback from anyone about this. It would be great also to have your feedback and comments on whether this selection is useful, whether you find any of the apps not so helpful, and whether you have any personal favourites of your own. And as this is such a fast-moving world, I should be grateful if you would let me know if any of these apps or links do not work. Please contact me by email on john.hunt@gmx.co.uk with your thoughts and comments, and help us to develop this further for a future edition.

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

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Leadership and Management

Nearly all of these apps are American (or 'global'), and so you may find that there could be some cultural differences - although most of the material is readily transferable to management and leadership in any country. But does anyone know of any specifically British management and leadership apps?

Here they are:

40 Business Ideas
This sets out 40 'Business Influence Ideas' contained in what is described as "an easy-access card deck". They are taken from the books and speeches of 'communication expert, Mark Jeffries. They are designed to help you shape and focus your networking and communication skills'. A quick read - and fun to use - 'swipe, shake, rotate and spin your way through'. (Fully available offline)
https://itunes.apple.com/us/app/40-business-influence-ideas/id363142828?mt=8

Best Leadership quotes
This has been compiled by Michael Quach, and is a 'collection of the most influential leadership quotes on motivation, responsibility, commitment and success. Read these amazing leadership

quotes each day to inspire individual and organizational achievement.' Brightly coloured. You can save favourite quotes - but be careful where you tap to avoid being directed to an advert in the free edition. (Fully available offline)
https://itunes.apple.com/gb/app/best-leadership-quotes/id428181991?mt=8

Dale Carnegie Training - Personal leadership
Dale Carnegie Training Apps aim to 'make individuals more effective in the workplace. The apps cover topics such as leadership, management, and communication. They feature time tested tips, videos, and interactive tools.' They include sections on work-life balance, leadership styles, and self-motivation and this is all rather good. Features:
• 13 video segments that demonstrate key leadership principles
• Learn Carnegie ways to win people to your way of thinking
• Daily Dose of Confidence—receive a daily tip that will keep you feeling positive and enthusiastic. (Mostly available offline)
https://itunes.apple.com/gb/app/dale-carnegie-training-personal/id433493981?mt=8
Personal Leadership is part one of a three-part series of apps on Leadership. I have not tested the others, but you may wish to try them out. they are: Team leadership, Company leadership, Secrets of success, and Secrets of success in the digital age.
http://www.dalecarnegie.com/knowledge_center/apps/

HBR management tip of the day
This is excellent and thought-provoking, taken from articles from the Harvard Business Review or its blogs. It offers 'quick, practical management tips and ideas. New business tips are delivered to the app five days per week.' This app now comes with the ability to share Tips via Twitter, Facebook, LinkedIn, and email. (Not available offline)
https://itunes.apple.com/gb/app/hbr-tip/id934573923?mt=8

How 2 Lead
This is from The Ken Blanchard Companies (described as 'a global leader in workplace learning, productivity, performance, and leadership training solutions '). This app 'allows you to stay up-to-date with the latest in leadership, corporate development, and management practices. Read Blanchard blogs, access videos, and receive updates on new thought-leadership and research.' It includes 20 leadership articles,10 blogs and 10 coaching articles, all of which are constantly updated and changing. There is also access to what seems to be a limitless selection of videos. (Mostly available offline)
https://itunes.apple.com/us/app/how2lead-2.0/id694949399?mt=8
http://www.kenblanchard.com/Leading-Research/Blog/How2Lead-App

How to be more productive
This published by an American company called Docstoc. 'Learn time management and motivational tips from well-seasoned business leaders'. There are videos and resources on goal-setting, developing a great team, organisations, time management and communication, plus links to other websites for more resources. (Not available offline)
https://itunes.apple.com/gb/app/how-to-be-more-productive/id513972846?mt=8

HPO Center
This app is all about how to become a High Performance Organisation (HPO), and it offers a Leadership Toolbox with information, cases, ideas to get started, videos, etc. It has been produced by INSEAD's André de Waal's HPO Center, 'based on five years of research, analysis of 290 studies and practical research within 1,470 organizations in 50 countries.' Topics include High Performance Leadership and the 5 stands of success - Management quality, Openness & action orientation, Long-term orientation, Continuous improvement & renewal and Employee quality. You can even carry out your own personal High Performance Leadership test (challenge yourself to improve - in 35 questions). (Fully available offline)
https://itunes.apple.com/app/hpo-leadership-toolbox/id543205661

iMission
This app is from Remco Claassen. It claims to give 'help and advice to discover your own passions & motivations, formulate a personal mission statement, and create specific guidelines and goals. Step by step you will find a path to an energetic life plan.' It is a sort of self-coaching tool, and is aimed at

'those that are passionate, want to recover from a burn-out, want to prevent a burn-out, job-hoppers, and people that are looking for a suitable job.' You can formulate a personal mission statement quickly, 'and you don't have to do it all at once because the app will 'remember' your data.' (Fully available offline)
http://appshopper.com/lifestyle/imission-de-mission-statement-tool-van-remco-claassen

Jossey-Bass Leadership skills
This app says it 'delivers proven Leadership content, both theory and practice, in a bite size format from some of our bestselling authors and globally recognized thought-leaders such as Patrick Lencioni, Jim Kouzes & Barry Posner, Bill George and many others. There are well-presented summaries on topics such as: Your career as a leader, Defining and communication your mission, Leading a high performance workforce, Creating a culture of success, and Managing crisis and change. 'Learn from these established thought-leaders.... New content will be added on a regular basis to make this app your trusted leadership skills resource now and in the future…' (Mostly available offline)
https://itunes.apple.com/lk/app/jossey-bass-leadership-skills/id468222893?mt=8

The Leadership Challenge
'The Leadership Challenge Mobile Tool, based on concepts developed by best-selling authors James M. Kouzes and Barry Z. Posner, is a convenient performance support app for busy, on-the-go leaders'Y It's rather good because you can learn about and test out your commitment to each of the six elements of Kouzes' and Posner's model, and then draw up your own action plan.(part available offline)
https://itunes.apple.com/gb/app/leadership-challenge-mobile/id485416164?mt=8

Leadership Development
This app is produced by the American HR Management magazine. It includes 'the latest discussions, webinars and topics surrounding Leadership skills training and development from our featured experts and publishers.' Topics include: Leadership development, Leadership skills training, Organisational change & development, HR strategy and Talent management. (Not available offline)
https://itunes.apple.com/gb/app/leadership-development./id504195894?mt=8
http://applature.com/hr-management-application/

Leadership Keys
This app comes from a company called 'True North Leadership' headed by Relly Nadler. The app steers you through 10 Leadership Keys relating to the leadership skills for a top performer, and how to be effective as a manager and leader at work. 'Each Leadership Key has a short video describing how to apply it in your daily work as a leader, plus the associated PDF image for easy viewing of the steps to take. The tools are: Leadership two-step, Delegation, Giving feedback, Coaching for performance, Assumption ladder for decisions, Assumption ladder for communication, Emotional audit, Tell/sell/test, Managing up and partnering, and White space, and there are a number of associated competencies covered by the app. (All text but not images available offline)
https://itunes.apple.com/gb/app/leadership-keys/id457296921?mt=8
http://www.truenorthleadership.com/ei-leadership-tools/books-apps-audio-cds/

Leadership Top Quotes
'Largest collection of Leadership Quotes. A beautiful collection of Leadership quotes. Users can share them via Facebook,Email,SMS and Twitter.' For a random quote, you can just shake your device! (fully available offline)
https://itunes.apple.com/us/app/leadership-top-quotes-inspirational/id644853008?mt=8

Leadership and Values - Concordia University
This app is quite clever and thought-provoking, and quite quick to do. It ' allows you to consider 52 common leadership values and add one or two of your own. Through a series of forced-choice activities, you will select and make explicit your five top core leadership values. There is an inspirational quote for each of your core leadership values. (Fully available offline)
https://itunes.apple.com/us/app/leadership-values-by-concordia/id393107178?mt=8

Manager Tools
This app provides easy access to the Manager Tools basics, forums, blog, twitter feed, video, podcasts and exclusive new checklists and content. Manager Tools is an American organisation which has produced over 400 podcasts, and this app has an emphasis on what it calls 'the Manager Tools Trinity' (one-on-one, feedback, and coaching, plus delegation). (Available offline, except audio)
https://itunes.apple.com/gb/app/manager-tools/id360531868?mt=8
http://www.manager-tools.com/iphone

Mindful Leadership
'The Mindful Leadership app offers guided meditations organized by specific themes or categories that over the years people have proven to be of greatest benefit and value.' There are 10 themes, each with a written piece supported by an audio guided meditation.(fully available offline)
https://itunes.apple.com/gb/app/mindful-leadership/id777820403?mt=8

Mind tools
This is an excellent app - 120 subjects, which include team management, leadership, strategy, problem solving, decision-making, project management, time management, stress management, communication skills, creativity, information skills and career skills. The articles are comprehensive, with pictures, diagrams and tips. 'Access more than 100 concisely explained tools that make you a better boss. Learn useful skills whenever you have a spare moment. This is a free, fun and inspirational app. We've made each topic into a handy, easily understood tool containing the actions you need to take to improve. It's fast and easy to use.' (Fully available offline)
https://itunes.apple.com/gb/app/mind-tools/id420985422?mt=8
http://www.mindtools.com/Apps/

Personal Growth and success
'If there is one goal in anyones life, it is always to succeed at something. Whether you want to succeed at business, sports, relationships, anything, it requires a certain mindset to get you constantly moving towards your goals. Improve your life and become the successful person you want to be, build a solid foundation of self-confidence and achieve happiness as a result of your efforts'. This is a sort of self-help guide and is really no more than a collection of essays in three groups - confidence, happiness and success. (Fully available offline)
https://itunes.apple.com/gb/app/personal-growth-success-build/id799955884?mt=8

Start with why
Simon Sinek 'is leading a movement to inspire people to do the things that inspire them. He writes, consults and speaks all over the world about the power of WHY - the purpose, cause or belief that drives every one of us. ' It is based on a simple idea, 'The Golden Circle', which he says is grounded in the biology of human decision-making and is changing how leaders and companies think and act. Take a look and judge for yourself. 'If you're someone who wants to inspire others or wants to find someone to inspire you, then the journey starts here.' (Mostly available offline)
https://itunes.apple.com/us/app/know-why/id336378996?mt=8

Success magazine
Success Magazine describes itself as 'the entrepreneur and intrapreneur guide for achievement. Every issue of Success Magazine brings you relevant thought leaders and success experts, both past and present, who reveal key ideas and strategies to help you excel in every area of your personal and professional life.' It has featured articles, quote of the day, and the latest edition of the magazine which can normally be downloaded free (previous editions have to be paid for). (only any previously downloaded magazine available offline)
https://itunes.apple.com/gb/app/success-magazine-hd/id469231869?mt=8

Talk less, say more
This is by Connie Dieken. The app 'will help you be more influential and make things happen in our distracted, attention-deficit world. It's full of specific tips and take-aways to ensure that you're fully heard, clearly understood, and ignite positive action in any business or social situation.' It is about Connect, Convey and Convince 'giving you more power to change minds and inspire remarkable results – while talking less.' All this on 63 cards, which are fun to use - 'swipe, shake, rotate and spin your way through'. (Fully available offline)
https://itunes.apple.com/us/app/talk-less-say-more/id327031107?mt=8

Wheel of Leadership
This is only available for iPad (or tablets), as you need a bigger screen to see it).'The Wheel of Leadership is an inspiration wheel to give you deeper understanding and realization of people, things, events or situations, resulting in the ability to apply perceptions, judgements and actions in keeping with this understanding.' It's a bit of an oddity, because all it seems to do is to randomly (and in an attractive way) mix three words together in five lots of three interconnected wheels which you can spin as often as you like - but this may result in some sort of serendipity inspiration! (Fully available offline)
https://itunes.apple.com/us/app/wheel-of-leadership+/id670092110?mt=8.

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Health and the NHS

There are currently nearly 200 apps if you search for "NHS" in the iTunes app store. Many are disease-specific, but I have listed some of the more general ones below.

In addition, although they are not apps, it is possible to store links to websites via icons on your iPhone screen by saving your favourite websites via the Safari web browser and tapping 'add to home screen'. For example, I have done this with some BBC websites (m.bbc.co.uk/news, m.bbc.co.uk/news/health and m.bbc.co.uk/news/politics), the Guardian's health section (www.theguardian.com/society/health?view=mobile), the Health Service Journal (m.hsj.co.uk) and the King's Fund (www.kingsfund.org.uk). This not only provides instant access to these websites but also the screen for these websites is automatically reformatted to mobile format for easy reading.

NHS Choices
The NHS apps library is currently in development, and details are at
http://www.nhs.uk/pages/healthappslibrary.aspx. This gives links to:
• The National Information Board's workstrreams on progress on this - https://www.gov.uk/government/publications/national-information-boards-workstreams
• The Mental Health apps library - http://www.nhs.uk/conditions/online-mental-health-services/Pages/introduction.aspx
• The NHS Choices tools library - http://www.nhs.uk/tools/pages/toolslibrary.aspx
• Choosing a health and fitness tracker - http://www.nhs.uk/conditions/nhs-health-check/pages/tools-and-technology-that-can-help.aspx

Lab tests online UK
This is the free mobile version of Lab Tests Online-UK, 'the award-winning, non-commercial website developed by doctors and healthcare scientists to help you better understand the laboratory tests that are a fundamental part of routine healthcare.'
http://labtestsonline.org.uk/news/app-launch-uk/

NHS Employers
Aimed at HR directors and managers, this app is 'a quick and easy way of accessing key information and resources on human resources issues in the NHS. Whether you're implementing workforce change, grappling with policy issues, or looking out for relevant events and publications this app will give you all the information you need.' There is an easy to read latest news and latest publications section and workforce bulletin (although this is not formatted for mobiles and so is not easy to read). (Very little available offline)
https://itunes.apple.com/gb/app/nhs-employers/id595602064?mt=8

Patient.co.uk
Patient.co.uk 'is one of the most trusted medical resources in the UK, supplying evidence based information on a wide range of medical and health topics to patients and health professionals', and is used by many GPs. This app enables searching of its database of patient information leaflets on health, conditions and diseases (there are over 900 patient information leaflets on health, symptoms, conditions and diseases. You can also quickly locate health services in your area (England only). 'Each leaflet is written by our expert authoring team of independent GPs, and passes the information standard - which means it is trusted, high quality, evidence-based healthcare information.' (Not available offline)
https://itunes.apple.com/gb/app/patient.co.uk/id492677470?mt=8
There are also some other health app available from http://www.patient.co.uk/mobile.asp

Pocket Health
'Healthcare in Your Pocket' is produced by CSC Computer Sciences Limited and uses a wealth of information from the NHS Choices web site and offers it in an iPhone friendly format, plus much more. It includes: an NHS Service Finder; Health A - Z ('Browse the NHS Choices' Interactive Encyclopaedia of health conditions. You can search by 'body part, first letter or whole body. Specially designed to bring the NHS Choices 'Health A-Z' to the iPhone.'); In Case of Emergency (ICE); and Single Tap Emergency. 'NHS Service Finder information is limited to England only and so is not UK wide and all data is provided by NHS Choices' (Not available offline)
https://itunes.apple.com/gb/app/pockethealth/id445559088?mt=8

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General

There is a huge range of apps available now, many of which are free. You have a look at the categories and titles on Apple's iTunes preview webpages at
https://itunes.apple.com/gb/genre/ios/id36?mt=8

Here are some of my personal favourite free apps:

Apple podcasts
The Apple Podcasts app 'is the easiest way to discover, subscribe to and play your favourite podcasts. Explore hundreds of thousands of free audio and video podcasts from the Podcasts Store. Create personal stations that update automatically with new episodes. Sync playlists from iTunes, or create an On-The-Go playlist to play just the episodes you want. You can even play popular podcasts directly from the built-in Top Charts.' It means that you can enjoy all your audio and video podcasts in a single app, and there is the option of streaming episodes or downloading to listen while offline.
https://itunes.apple.com/gb/app/podcasts/id525463029?mt=8
http://www.apple.com/uk/support/ios/podcasts/

BBC iPlayer and BBC iPlayer Radio
These excellent BBC apps have recently been updated and improved still further, and they enable everyone to keep up with BBC TV and Radio on the go.
'The BBC iPlayer app now lets you: Download TV programmes to watch on the move; Watch and listen live over Wi-Fi and 3G; Catch up on the past seven days; Add shows to your Favourites so new episodes automatically stack for you to enjoy later; Browse programmes by Schedule, Featured and Most Popular' (NB this does not work outside the UK)
https://itunes.apple.com/gb/app/bbc-iplayer/id416580485?mt=8
The BBC iPlayer Radio app lets you: Take BBC Radio with you wherever you go; Listen to live radio from all the BBC's UK radio stations over Wi-Fi and 3G; Quickly switch between stations using a radio tuner dial; See what's on-air across all stations via an EPG; Listen to and/or download on-demand programmes from the past 30 days; Listen to BBC Podcasts; Browse programmes by Schedule, Featured and Most Popular. (only podcasts and downloaded programmes are available offline)
https://itunes.apple.com/gb/app/iplayer-radio/id560458506?mt=8

BBC News
This is another very good app from the BBC (although in my opinion the latest version is not nearly as good as the older version)- 'Get the latest breaking news from the BBC and our global network of journalists. Stories are arranged in categories including top stories, UK news, world news, politics, business, technology and sport.' Healthcare managers will be particularly interested in the Top stories in UK, the Health and the Politics sections. (Text but not videos or images available offline)
https://itunes.apple.com/gb/app/bbc-news/id377382255?mt=8

Dragon Dictation
This is a clever way of converting what you say into the written word (particularly for anyone who has an oder version of iOS). 'Dragon Dictation is an easy-to-use voice recognition application powered by Dragon® NaturallySpeaking® that allows you to easily speak and instantly see your text or email messages. In fact, it's up to five (5) times faster than typing on the keyboard.'
(Fully available offline)
https://itunes.apple.com/gb/app/dragon-dictation/id341446764?mt=8

Dropbox
'Dropbox is the place for your photos, docs, videos, and other files. Files you keep in Dropbox are safely backed up and you can get to them from all your devices' (not available offline)
https://itunes.apple.com/gb/app/dropbox/id327630330?mt=8

Evernote
Evernote is an 'easy-to-use, free app that helps you remember everything across all of the devices you use. Stay organized, save your ideas and improve productivity. Evernote lets you take notes, capture photos, create to-do lists, record voice reminders--and makes these notes completely searchable, whether you are at home, at work, or on the go.' You can learn more about this at the Evernote website at http://www.evernote.com/about/getting_started/. (Partly available offline)
https://itunes.apple.com/gb/app/evernote/id281796108?mt=8

Feedly
'A single place to easily read all the news you rely on to think, learn, and keep ahead..... With feedly, you can easily organize all your publications, blogs, YouTube channels in one place and consume and share more efficiently. No more zig zagging. All the content comes to you in one place, in a clean and easy to read format.'(only part available offline)
https://itunes.apple.com/gb/app/feedly-your-work-newsfeed/id396069556?mt=8

Google Chrome
You can use Chrome as a browser as well as Safari. It's amazing that you can dictate the subject you are searching if you don't have time to type it in! 'Search and navigate fast, directly from the same box. Choose from results that appear as you type....Open and quickly switch between an unlimited number of tabs'. (Not available offline)
https://itunes.apple.com/gb/app/chrome/id535886823?mt=8
http://www.google.co.uk/intl/en/chrome/browser/mobile/ios.html

Headspace
This app is a great introduction to meditation techniques - with all the benefits this can bring to both your work and your home life. 'Headspace is meditation made relevant to you. This app contains bite-sized techniques to help you sleep better, focus more and get some relief from a busy mind.'
The app offers free access to 'Take 10' - 10 daily, unique guided meditations. The meditations can even be downloaded to listen to offline.
https://itunes.apple.com/gb/app/headspace-on-the-go/id493145008?mt=8
https://www.headspace.com/headspace-meditation-app, and see also
https://www.headspace.com/, with blogs at https://www.headspace.com/blog and 'Radio Headspace' podcasts at https://www.headspace.com/blog/category/7/podcast

Newspapers
Newspapers may charge for apps, but most newspapers' websites are free to access, and you may wish to save your favourites as icons as direct links on the home screen of your device if websites have been formatted for use on mobiles. Just save your favourite websites via the Safari web browser

and tap 'add to home screen'. Also some newspapers and magazines are available free via the iTunes Newstand app - https://itunes.apple.com/gb/genre/ios-magazines-newspapers/id6021?mt=8

The Guardian mobile site is especially good (www.theguardian.com/uk?view=mobile).
The app is at https://itunes.apple.com/gb/app/the-guardian/id409128287?mt=8 and from http://www.theguardian.com/global/ng-interactive/2014/may/29/-sp-the-guardian-app-for-ios-and-android   and (Only part is available offline).

Radioplayer
This app has a huge number of UK Radio stations in one place.' All the BBC services, and hundreds more great British stations, in the simplest free radio app on the planet. Flick through our radio stations and see what's on, with a quick tap of your finger. Search for your favourites, and set them as presets. Discover new radio, in our 'Recommended' section. Listen to live streams of radio, or browse our catch-up programmes, including hundreds of shows from the BBC iPlayer.....We also feature community and student stations – so there's something for everyone.' (Not available offline)
https://itunes.apple.com/gb/app/radioplayer/id563906005?mt=8

Social Networking apps
There are apps for LinkedIn, Twitter, Facebook, Pinterest and other social media, and these are constantly being improved so check that you have the latest upgrade. Look out for the IHM on LinkedIn if you are a member, and why not join its discussion group, also on Twitter. (Possible to view recent previously viewed material offline)
https://itunes.apple.com/gb/app/linkedin/id288429040?mt=8
https://itunes.apple.com/gb/app/twitter/id333903271?mt=8
https://itunes.apple.com/gb/app/facebook/id284882215?mt=8
https://itunes.apple.com/gb/app/pinterest/id429047995?mt=8

TED talks
'Riveting talks by remarkable people, free to the world. The official TED app for iPhone, iPad, and iPod touch presents talks from some of the world's most fascinating people: education radicals, tech geniuses, medical mavericks, business gurus and music legends. Find more than 1,400 TEDTalk videos (with more added each week) on the official TED app -- now for both iPad and iPhone. The entire library is at your fingertips to browse at any time, even when you're not online.... Download full videos to your device and watch them when you're offline. Listen to an on-demand playlist of TEDTalks audio at any time'.
https://itunes.apple.com/gb/app/ted/id376183339?mt=8

TuneIn
'TuneIn lets you listen to the world's radio with music, sports, news, talk, and comedy streaming from every continent. Enjoy 70,000 live radio stations and 2 million podcasts, concerts or shows on your iPhone, iPad and iPod, all for free'. (Not available offline)
https://itunes.apple.com/gb/app/tunein-radio/id418987775?mt=8

YouTube
Millions of videos. You can see most popular, search or subscribe (Not available offline)
https://itunes.apple.com/gb/app/youtube/id544007664?mt=8

Wikipedia
Wikipdia has its own app formatted for mobiles, if you do not want to use a general search engine. 'Wikipedia is the free encyclopedia containing more than 20 million articles in 280 languages, and is the most comprehensive and widely used reference work humans have ever compiled. Save articles to read later or offline. Search articles nearby. Share articles. Full text search and more!' (Not available offline)
https://itunes.apple.com/gb/app/wikipedia-mobile/id324715238?mt=8

Wisdom quotes HD Free
You can search over 3,200 quotes by subject or author. The 'best version of an award-winning wisdom quotes apps with hand-picked content, stunning graphics...voted the most insightful, beautiful and easy to use wisdom quotes app for your iPhone ...inspiring quotes by the world's greatest leaders

and thinkers: Aristotle, Nietzsche, Einstein, Gandhi, Lincoln and many others.... and random quote of the day with a push of a button.'(Available offline)
https://itunes.apple.com/us/app/wisdom-quotes-hd-free/id386297509?mt=8

The links in this section have been tested and should still work, but this is a fast-changing world. If you find that any of the links do not work, or if you discover any new ones, or have any suggestions for additional resources, please email john.hunt@gmx.co.uk**.**

John Hunt
Development manager & coach
john.hunt@gmx.co.uk

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