



**Graham English**

**Consultancy**

People, Performance and Leadership in Action

Case Studies

June 2008

### Case Study A

PCT – Population c 1m, budget > £1bn. Formed from merger of several constituent PCTs. Highly adverse Fitness for Purpose Review

Work undertaken was support to their generation of a development plan – entailed challenging developmental interviews with Directors and Key Staff. Facilitated highly sensitive workshops with Directors and with Trust Board. Key issues identified and the means to address these prioritised by the team. Issues included lack of clarity of purpose, process and roles. Discussed and agreed with Chief Exec, Chair and Directors Team.

Work described as “fantastic” by CEO, and seen as major progress by SHA.

### Case Study B

Discussions with PCT and its stakeholders identified external relationships with clinicians as a major issue, with a history of direct confrontation and dispute. Following discussions with individual key stakeholders, facilitated a workshop to address the role of PEC in the context of developing better relationships. Through use of rich pictures identified the state of current and desired future relationships. A plan of actions was identified, role of PEC and Medical Director clarified and participants spoke of a sense of real and sustainable change in the relationship. SHA reports this is now apparent to them.

Executive Team development programme for a PCT, c750k population.

### Case Study C1 - current

Delivered facilitated workshops for the team, addressing issues of leadership and organisational style, intra-team working, (including follow-up to separate MBTI process), PCT role and external relationships.

### Case Study C2

Clinical relationships and engagement process in a PCT formed from merged PCTs with very differing approaches and histories.