

See how healthcare professionals are upskilled by MBTI insights

To become 'cancer leaders' in the local economy, medical doctors need to build on their skills and learn how to lead, influence and make decisions. See what happens when they are fully stretched and challenged by a development program.

Macmillan funds on average two sessions a week for General Practitioners (GPs) in the National Health Service (NHS) to facilitate improvements in the quality of cancer and palliative care provided by primary care teams within local health economies. Some act to influence local commissioners, while others have a direct role in commissioning services. GPs need to develop their skills in these fields to become effective 'cancer leaders'.

The GP development program was set up to support them in this process. It focuses on self-awareness, impact, leadership, and managing change. It is also about being a champion of the Macmillan cause. With funding an ever-pressing issue, GP participants are also upskilled in business planning and development.

The GP program was developed from an existing five-day program. There was a desire to streamline this, and parts that had demonstrably worked well were carried forward to a condensed three-day version.

"I wanted to develop the MBTI® component of the program to respond to feedback from GPs, to make it more challenging and realistic to situations they would face," comments Rukshana Kapasi,

Business Challenges

- Enhanced self-awareness
- Leadership skills
- Improved change management
- Business planning and development
- Communication and influencing skills

Company Profile

Macmillan Cancer Support is one of the UK's largest charities, providing specialist health care, information and financial support to people affected by cancer. They also consider the social, emotional and practical impact cancer can have, and campaign for better cancer care. Macmillan Cancer Support's goal is to reach and improve the lives of everyone living with cancer in the UK.

Macmillan Cancer Support

Senior Macmillan Development Manager, East of England. "I was aware of your consultants' work with GPs in supporting the first leaders of Clinical Commissioning Groups and was very excited about how this experience could be applied to Macmillan GPs."

Solution

Kapasi had witnessed personally, in her own team, the benefits of effective MBTI development work. She approached us to discuss how the MBTI component might be reworked. This resulted in a revamped GP program, with one and a half days focusing on MBTI-related development. To make the most of this time, the questionnaire and feedback sessions were completed before the sessions began.

At the outset of the program participants are placed in reflective learning groups. The aim is that these groups (typically comprising four participants) provide a support network throughout the development program, and once the GPs have returned to work. Participants are encouraged to share their learning objectives within the group, challenge each other, and provide feedback and coaching.

Day one of the program looks at the key attributes required to lead in their Macmillan GP roles and asks participants to consider their own strengths and development needs in relation to these leadership skills. GPs are encouraged to explore their own, and others', reactions to change, using MBTI insights as a lens to consider how others are affected by it, and the support others may need. Finally, everyone considers their likely decision-making style. Working through a real-life issue facing Macmillan GPs, the group use the MBTI framework for ensuring expertise in decision-making. The exercises are designed to be fun and exploratory, and as engaging as possible.

On the second day participants explore their own communication and influencing styles, considering the impact their MBTI preferences will have on their approach. Realistic case study scenarios were designed specifically for the program, and

Solution

- MBTI one-to-one coaching for leaders
- MBTI team development for leaders

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Rukshana Kapasi,
Senior Macmillan Development Manager, East of England, Macmillan

Macmillan Cancer Support

professional actors are involved to bring the experience to life. This allows everyone to work with different communication and influencing styles in a safe environment and receive feedback from the facilitator and their peers on their approach.

“The sessions stretched the GPs in a way they have never been stretched before on an L&D program,” says Kapasi. “It was very successful. They found it uncomfortable, a very unusual thing for them, and they appreciated that opportunity.”

Results

Some GPs were initially sceptical about the MBTI assessment, assuming that it was a ‘test’ of some kind. The consultant swept away those suspicions by placing the emphasis on the insights and illuminating self-assessment provided by the MBTI framework. This helped get everyone on board with the process. “It was a very safe environment to learn in,” commented one of the GPs.

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Some of the participants have prior MBTI experience. For this reason, the course may be developed further, replacing some of the MBTI ‘basics’ with more in-depth type dynamics development and exercises. Consultants will review and improve the GP program further after taking on board feedback, and will implement changes that reflect participants’ needs.

In addition to the GP program, Macmillan is also using our services in putting together a leadership module and team-building courses.

“The support has exceeded my expectations. It has been invaluable to the organization at this point in time because we are in the middle of restructuring and our internal focus is on new ways of working and understanding how each one of us can shape, support and contribute to that. I see this as a rolling program. We include it in our prospectus, as part of the core L&D offering.”

Results

- More self-aware leaders
- Motivated GPs who are more able to tackle the challenges of their new roles
- Increased confidence and skill in influencing and persuading others
- Championing of cancer services and support



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