



British
Orthopaedic
Association



Future Leaders Programme

BOA Future Leaders Programme (FLP) 2025/6

A) Summary

Surgical leadership is fundamentally linked to patient outcomes. Effective leaders create an environment that promotes teamwork, quality, safety, and education, all contributing to better surgical results and patient satisfaction.

History and literature are littered with stories of heroes and derring-do. Such captains of crises are more exciting to read about than leaders who plan carefully and avoid crises...who are often considered obsessive planners. This action fallacy seduces us into watching the wrong leaders rather than looking below the surface. Leaders need to show character, competence and commitment. The field of T&O faces complex and systemic challenges, and whilst it is tempting to see leadership as a rigid set of traits, it has as much to do with organisational context as it does with individual competence.

In a complex system such as surgery, leadership is distributed, and the clinician's responsibility is to contribute to this process by fostering and empowering others' leadership capacity. This principle lies at the heart of the BOA Future Leaders Programme (FLP) and its key learning outcomes, reflected in the latest T&O curriculum and the Medical Leadership Competency Framework from the Academy of Medical Royal Colleges.



This 12-month programme supports up to 30 T&O surgeons (post-CCT, SAS or in the first years of consultancy) interested in being future leaders within their speciality. It equips them with the advanced leadership skills necessary to excel, and we use the building of a Quality Improvement Project to develop these leadership skills. The programme comprises four 2-day face-to-face forums over the 12 months, supplemented by self-directed Action Learning Sets. They are structured around four core domains:

A) Learning Outcomes

1. Personal Leadership

To develop greater self-awareness of how you impact others within your organisation, of your role as leaders in quality improvement and as a high-performing surgeon.

At the end of the module, you will be able to:

- a) Define your purpose as a leader within the NHS
- b) Evaluate your impact on others
- c) Plan practical reflection, coaching and feedback
- d) Manage your behaviour under stress
- e) Assess your style of managing conflict and develop some top tips
- f) Plan how to build and maintain resilience
- g) Recognise your limits and embrace vulnerability/failure
- h) Experiment with and learn from new behaviours in the workplace

2. Technical Leadership

To understand the science of quality improvement: when and what methodologies best apply for a quality improvement initiative.

At the end of the module, participants will be able to:

- a) Evaluate the strengths and weaknesses of a range of quality improvement methodologies and adopt the most appropriate, dependent on context
- b) Use data to identify areas for improvement - critically appraise information from audits, inquiries, critical incidents or complaints, and implement appropriate changes.
- c) Apply data analysis methods, critically appraise data to evaluate constraints and use it for quality improvement.
- d) Deploy quality improvement methods (e.g. plan, do, study, act or action research) and repeat quality improvement cycles to refine practice.
- e) Evaluate the impact of quality improvement interventions.



3. Relational Leadership

To forge effective professional relationships at an individual, team, organisation or system-wide level.

At the end of the module, participants will be able to:

- a) Apply principles of social awareness and social management
- b) Link their life script impact to their influence on others
- c) Use the principles of transactional analysis to improve communication
- d) Think critically about decision-making, reflect on decision-making processes and explain those decisions to others honestly and transparently.
- e) Use principles of effective persuasion and negotiation to lead change
- f) Plan strategies to enhance performance and to support development
- g) Polish presentation skills
- h) Make conflict productive
- i) Hold challenging conversations
- j) Analyse the relationship and tensions between technical and relational approaches and where each might be appropriate.

Contextual Leadership

To understand how participants can influence change in their immediate, organizational, and national contexts and develop the skills necessary to lead in these environments.

At the end of the module, participants will be able to:

- a) Read and perceive organisational culture
- b) Apply principles of how organisational culture develops to influence change
- c) Adapt leadership style according to the context of culture and position of authority
- d) Apply power in the most effective way
- e) Network effectively
- f) Apply principles of scaling up to effect change at a national level
- g) Promote a just, open and transparent culture
- h) Promote a culture of learning and academic and professional cr



B) Learning Methods

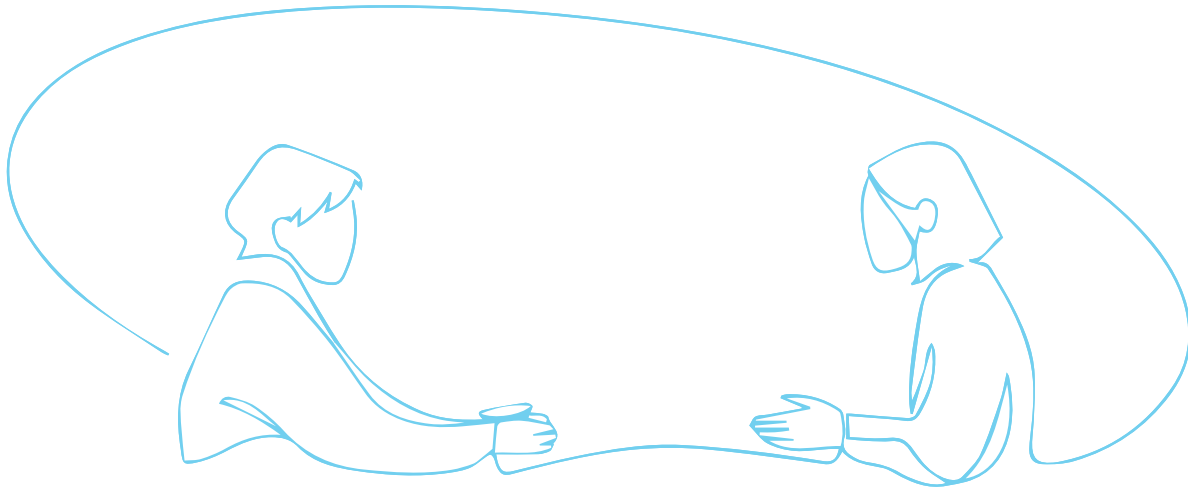
- 1) Eight days of face-to-face learning and networking
- 2) Strategically grouped participants
- 3) Increasing use of online learning
 - a) To maximize opportunities
 - b) Participants will be asked to review screencasts, write reflective pieces, and then discuss essential or surprising elements.
 - c) Mandatory prequels to live elements will be assessed
- 4) Virtual action learning sets
 - a) As a technique to drive learning
 - b) Participants will be trained to run action learning sets themselves
- 5) Zoom coaching
- 6) Evidence of QI project achievements will be demonstrated through screencasts, which will be made available on the BOA website.



C) Faculty

When the cohort of the FLP has assembled, we will decide on the faculty required to support the programme, based on their need. We will engage several BOA Council members and use our more comprehensive health service and leadership networks. As a priority, we will seek potential FLP programme directors and support their early professional development. Previous faculty included BOA Council Members, Past Presidents, JCIE leads, TPDs, Clinical Directors, leaders from the private sector, and Heads of School of Surgery.





D) Programme Coaches

A distinctive feature of the BOA FLP is its strong emphasis on coaching. Each participant is matched with an established leader in T&O who provides personalised guidance. These coaches help participants navigate their career paths, refine their leadership skills, and tackle specific challenges.

Networking opportunities abound throughout the programme, allowing participants to build valuable connections with peers, coaches, and T&O leaders. These relationships often extend beyond the duration of the programme, forming a supportive community of future T&O leaders.

You will be allocated one course lead as your personal coach: Hiro Tanaka, James Tomlinson or Lisa Hadfield-Law. In addition, we will help you identify someone you will work alongside at your base hospital who can help you access opportunities to practice the skills you develop, e.g.

- 1) Your supervisor or appraiser
- 2) Appropriate specialist society members
- 3) Key senior colleagues within your base trust
- 4) Previous alumni

In some circumstances, participants are linked with an external coach.



E) Quality Assurance

The BOA is committed to maintaining the FLP's relevance and excellence through continuous improvement. Feedback from participants is actively sought and used to refine and enhance the programme. This responsiveness ensures that the FLP remains aligned with the dynamic needs of the T&O community and healthcare environment.

Participants in last year's FLP cohort:

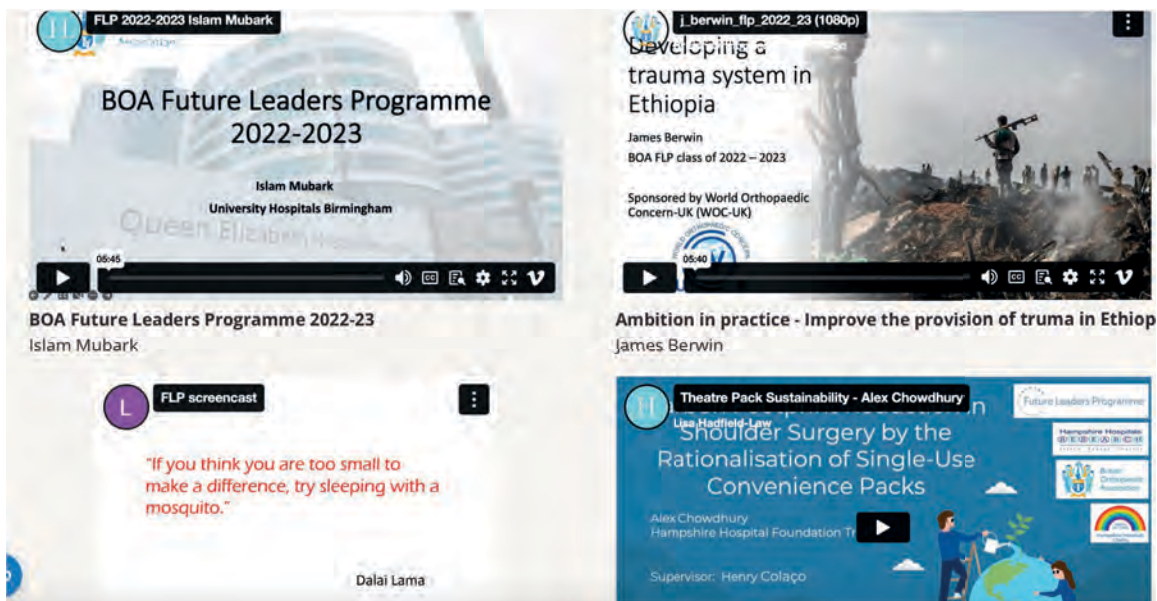
- Submitted a semi-structured portfolio/learning log - including reflections on their development as a leader
- Created a personal development plan (PDP) to cover 2024/5
- Designed an ambition in practice – quality improvement
- Created a screencast demonstrating learning from the programme available on the BOA website [here](#)
- Assumed a mentorship role for next cohort

F) Value for Participants

- 1) Access to high-level & big scope service improvement projects that:
 - a) Have the capacity to create long-lasting service improvement/change or cost-saving
 - b) Trainees can talk favourably about at interview, demonstrating their abilities to achieve and improve patient care
 - c) Have had some of the groundwork already laid or in partnership with a group of trusts or BOA/specialist societies
- 2) Professional networks within and across specialities
- 3) Access to those in advanced leadership roles, which will be immediately helpful in your current role and provide foundations for future leadership roles.

G) Cost

The 2025/6 programme costs £3,960 (including VAT), which includes all fees, learning materials, and day delegate hospitality but does not cover travel or accommodation. All participants must be BOA members by 1st October 2025 at the latest to be eligible to participate in the programme. Non-orthopaedic participants through UKSSB can join as BOA members under the Affiliate category. Please note that places on the FLP are limited and will be confirmed after your application is reviewed. Personal interviews may also be required.



H) Summary of Feedback

The feedback at the end of the last programme highlighted several key elements that participants found particularly beneficial. Many appreciated the guidance on pitching ideas, technical management insights from Lisa & Hiro, and the interactive personal stories shared by leaders such as Arthur Stephen and Jo Maggs. Participants noted the programme's depth in leadership, relational, and influence models as highly informative. Real-life examples from external speakers, networking opportunities, and team challenges enriched the learning experience. Unique aspects like one-on-one 'walk and talk' sessions allowed for personal reflection and discussion of experiences. The consistent support from the ALS group fostered a collaborative environment.

Furthermore, insights into personal leadership styles and the focus on self-awareness were significant for future improvement. Overall, participants viewed the FLP as one of the best courses attended, crediting the organisers' experience and personal engagement in fostering a valuable educational experience. An action plan has been developed based on this feedback for future improvements.



I) Timings

2025

March 1	Open for applications
May 1	Applications in and processed
August 1	Email participants and invoice
August/September	Pre-course preparation – 8 hours Small group virtual meeting with each participant
October 20 & 21	Module 1: Personal leadership
December	Zoom Action Learning Set – Agree on leadership PDP and QI project plan



2026

January 6 & 7	(provisional) - Module 2: Technical leadership
February	Zoom Action Learning Set
March 18 & 19	(provisional) - Module 3: Relational leadership
April/May	Zoom Action Learning Set
June 11 & 12	(provisional) - Module 4: Contextual leadership
July	Review Leadership PDP Evaluate QI project Submit QI screencast for BOA Annual Congress
September 17	Presentation of BOA Certificates – Liverpool

All face-to-face modules are likely to take place in Stratford upon Avon at the Welcombe Hotel

Convenors
Lisa Hadfield-Law
Hiro Tanaka
James Tomlinson

November 24