

Future leaders in anaesthesia



Association
of Anaesthetists



BAYES
BUSINESS SCHOOL
CITY ST GEORGE'S
UNIVERSITY OF LONDON

Programme overview

The Association of Anaesthetists in partnership with Bayes Business School presents the **Future Leaders in Anaesthesia** - a leadership development programme uniquely designed for anaesthetists, focusing on Resident Doctors, SAS Doctors/NCHDs, and early-career Consultants who are looking to build their leadership capability. This programme builds essential, people-centred leadership skills, deepens understanding of how to lead within the NHS, and strengthens participants' ability to drive positive change in their teams and services. Participants will leave the programme more confident, connected, and better equipped to take the next step in their leadership journey.

About Bayes Business School

Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple crown' accreditation from AACSB, AMBA and EQUIS and is renowned for its world-class teaching, research, and practice-led approach.

Now part of City St George's, University of London - formed through the 2024 merger of City, University of London and St George's - Bayes is working closely with the new School of Health & Medical Sciences to drive innovation in healthcare leadership. As London's largest and leading provider of health workforce education, this collaboration enables Bayes to design and deliver tailored, clinically aligned programmes that address the real-world challenges of today's healthcare leaders.

Drawing on its deep expertise in leadership, Bayes supports individuals and organisations to thrive in complex, evolving environments. A flagship example is the Executive Master's in Medical Leadership, launched in 2019, which equips doctors, consultants, and clinicians with the advanced leadership tools and practical skills needed to drive meaningful transformation across healthcare systems.





Message from our Education Chair

As anaesthetists, we are trained to lead every day – in theatres, in critical care, and in the most challenging of clinical environments. But stepping into formal leadership roles requires a different set of skills: the ability to influence, inspire, and drive meaningful change across our teams and services. The Future Leaders in Anaesthesia programme has been created to give you that step up – a chance to reflect on your own leadership style, learn from experts, and grow alongside peers who share your ambition. This is a unique opportunity to invest in yourself and your future, while strengthening the profession we are all proud to serve. I encourage you to apply, to challenge yourself, and to be part of shaping the next generation of leaders in anaesthesia.

Dr Ben Fox

Education Committee Chair

About the Association

The Association of Anaesthetists is the professional membership organisation for Anaesthetists in the UK, Ireland, and across the globe. With over 10,000 members, our mission is to safeguard patients by educating, supporting, and inspiring every anaesthetist throughout their career, enabling them to provide the best care in every healthcare setting. Our four strategic priorities are Patient Care and Safety, Education and Research, Advocacy and Support, and Innovation and Growth. Our educational programme provides a comprehensive curriculum to support the continuing education and professional development of anaesthetists. It includes a variety of resources and events aimed at enhancing clinical skills, keeping up with the latest medical advancements, and promoting patient safety.



Programme approach

This evidence-based programme has been custom-designed to meet the specific leadership and development needs of Resident Doctors, SAS Doctors/NCHDs, and early career Consultants working in anaesthesia. It is delivered by a multidisciplinary faculty of expert healthcare academics and practitioners, ensuring both academic rigour and clinical relevance.

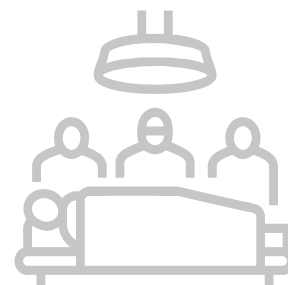
Participants will engage in a highly practical and interactive learning experience, including bespoke case studies, peer-led action learning sets, and coaching to support personal and professional growth. Each module is structured to promote active participation, critical reflection, and immediate application of learning to the clinical context. The programme ensures participants leave with actionable strategies and tools that directly enhance their leadership effectiveness in healthcare environments.



Who is it for

This programme is designed for **Resident Doctors, SAS Doctors/ NCHDs, and early-career Consultants** working in anaesthesia who are ready to take the **next step in their leadership journey**. It is ideal for clinicians who want to:

- **Build confidence** in navigating **leadership roles** and **responsibilities**
- Develop a deeper **understanding of NHS culture** and **team dynamics**
- Access a **psychologically safe space** to explore, grow, and practise **leadership skills**
- Balance **clinical excellence** with **influence** and **strategic thinking**
- Learn alongside peers with shared **ambitions** and **challenges**.



What you will gain

By taking part in the Future Leaders in Anaesthesia programme, you will:

- Spend dedicated time developing **self-awareness, resilience**, and clarity of your **leadership style**
- Build the **mindset, presence**, and **belief** to take on **leadership roles** with **clarity** and **conviction**
- Gain a comprehensive understanding of **NHS organisational structures, decision-making processes**, and identify areas where you can **drive change**
- Learn to **motivate**, and **lead others** with **emotional intelligence** and **psychological safety**
- Use **practical tools** to **lead change, manage stakeholders**, and **improve patient care**
- **Connect with peers and experts** who will support your **leadership journey** during and beyond the programme.

What organisations and participants say about Bayes' Executive Education programmes

"Great diversity in programme materials ensured relevance for everyone. The different teaching styles made it easy to connect with lecturers, creating a really positive experience. I learnt loads, thank you!"

"After many years of running the programme, I regularly come across people who have risen to senior roles within their organisation and have fond memories of attending."

"It feels great to return to the classroom and learn through real-life examples."

"People are delighted and tell us it's a privilege to have their development invested in. It's created a strong sense of togetherness and belief in their potential as future leaders. That generates a lot of positivity."

Key stats



in the UK for custom Executive Education

(Financial Times Executive Education custom ranking 2025)

99%

of delegates in Bayes Executive Education programmes **rated our speakers 4 out of 5 or higher.**

(Executive Education Participant Feedback 2024)

Programme outline

Module 1: Adventures in leadership

This foundational module introduces the leadership landscape for anaesthetists, with real-world insights. Participants explore leadership opportunities across NHS structures, reflect on their motivations, and form learning groups with their peers. The session anchors participants in system-level context and kickstarts their personal development and peer networks.

Module 2: All about me: Coaching and self-leadership focus

This module focuses on emotional intelligence and self-awareness. Through structured coaching models and supportive coaching groups, participants build reflective habits and coaching skills to better navigate clinical challenges and support others' growth, laying the groundwork for emotionally intelligent leadership.

Module 3: Taking others with you: Leading multi-professional teams and people development

This module explores the dynamics of leading diverse teams in clinical settings. It combines behavioural science with leadership theory to develop skills in communication, inclusion, psychological safety, and motivation. Participants will assess their own leadership styles, analyse real workplace teams and apply leadership strategies in their own settings.

Module 4: Becoming a change agent: Leading change and service improvement

This module introduces tools and frameworks for initiating and managing service improvements in the NHS. Participants explore how to overcome resistance, align stakeholders, and lead change from any position. At the end of the module, participants will develop a workplace relevant change plan and have the confidence to navigate complex situations.

Module 5: Connecting the dots: Integrating leadership insights with NHS practice

Through an organisational visit, this module grounds theoretical learning in NHS practice, showing how leadership decisions influence system-wide service delivery. Participants engage with non-clinical leaders, understand how data informs improvement, and strengthen their appreciation of collaborative leadership. Action learning continues to help apply insights to real challenges.

Module 6: Moving forward: Leading with confidence, reflection and purpose

The final module consolidates learning and focuses on forward planning. Participants refine their leadership development plans, practise public speaking, and explore inclusive leadership strategies. An extended Action Learning Set encourages reflection on personal growth, with peer feedback helping to sustain momentum beyond the programme.





Programme dates

Module 1:

12 and 13 March 2026

Module 2:

14 and 15 April 2026

Module 3:

4 and 5 June 2026

Module 4:

16 and 17 July 2026

Module 5:

27 and 28 August 2026

Module 6:

8 and 9 October 2026

Information for applicants

Programme delivery and attendance

- 12 days of in-person sessions at Bayes Business School. Each module takes place over two consecutive days and is delivered in London, with modules scheduled across a eight-month period.
- Participants will learn coaching techniques and take part in coaching sessions to deepen their learning, gain diverse perspectives, and accelerate real-world application of key concepts.
- Full participation during in-person sessions days and active involvement in coaching sessions is required.

Application criteria

To ensure full commitment and transparency, please note the following requirements for all applicants:

- Attendance at all 12 in-person programme days is mandatory. In the absence of extenuating circumstances, any missed sessions may result in the Association requesting a financial contribution towards the cost of the place.
- Applicants must be supported by their Training Programme Director/ Educational Supervisor and/or Clinical Director. We have written to all Clinical Directors, College Tutors, SAS Educational Supervisors and Training Programme Directors to inform them of the programme.
- This programme is an exclusive benefit for members of the Association. Only current members are eligible to apply. Successful applicants must maintain their membership throughout the duration of the programme. Should membership lapse, the participants may become liable for the full cost of the programme.

Application process

Details of the application process including key dates and deadlines are available on the Association's website:

**[anaesthetists.org/Home/
Education-events/Education/
Future-Leaders-in-Anaesthesia](https://anaesthetists.org/Home/Education-events/Education/Future-Leaders-in-Anaesthesia)**



All applications will be assessed based on merit, demonstrated commitment to leadership in anaesthesia, and the potential to drive meaningful impact within their work. All applicants must be able to commit to the requirements of the programme.

Funded places

The 21 available places on this programme are funded by the Association, thanks to a generous bequest from the late Dr Mal Morgan, former President of the Association, whose enduring commitment to training and education made this possible. Please note that travel and accommodation costs are not included and are expected to be met by participants themselves or through their trust/deanery. In exceptional circumstances, where alternative funding cannot be secured, limited financial assistance may be available. To discuss this further, please contact Nicola Heard:

nicolaheard@anaesthetists.org

Certification and alumni network

Participants who successfully complete the programme will receive a Certificate of Completion and be invited to join an alumni network, offering ongoing active peer connection and leadership support. Alumni will also be eligible to join Bayes' diverse portfolio of both in-person and online open enrolment programmes, which are scheduled throughout the year. These programmes range between 1-3 days in duration and can be aligned to specific learning objectives for the participants. Association of Anaesthetists participants will receive a 30% discount for 12-months after the completion of the programme.

Our open enrolment programmes cover themes such as:

- Strategic Decision Making
- Leading AI and Industry 4.0
- New Venture Creation
- Selling and Business Development
- Storytelling in Business
- Finance for Non-Financial Leader
- Creative Leadership
- Women in Leadership

Participants will also be eligible for a base-level discount of 25% on our Global MBA and MSc Global Finance programmes.



Faculty



Professor Amit Nigam Head of Faculty of Management

Amit Nigam is a Professor in Management at the Bayes Business School. His research examines the political, sensemaking, and framing processes of organisational and institutional change - with a specific emphasis on professions and occupations in change processes. His work on organisational change focuses on processes of organisational search and learning, on change in organisational routines, and on how peoples' social positions shape their engagement with the change process. Empirically, he primarily looks at change processes in hospitals and healthcare systems.

His work has been published in a mix of management, medical sociology, and medical journals including *Administrative Science Quarterly*, *Organization Science*, *Strategic Organization*, *Academy of Management Review*, *Academy of Management Journal*, *Organization Studies*, *Social Science & Medicine*, *Annals of Emergency Medicine*, *Medical Care Research & Review* and *BMJ Leader*. He is Deputy Editor-in-Chief at *BMJ Leader*, a journal targeted at clinical leaders in health care with a focus on leadership and management. He is also Co-Editor at *Strategic Organization*.



Dr Emma Hosking NHS Consultant Leadership Development

Emma is an NHS consultant with ten years of medical director experience at hospital, corporate and system levels. She is a collaborative and inclusive leader used to working across professional and organisational boundaries with a MSc in Medical Leadership.

Emma believes strongly in the power of clinical and medical leadership to improve patient care and now teaches and lectures on this in person and online. She designs and delivers modular and intensive leadership courses for early years medical consultants and other senior clinical leaders.

She has taught and spoken extensively on medical leadership for all grades of medical staff and non-medical clinical leaders. She is a case investigator and manager and has an interest in supporting doctors experiencing career difficulties.

Emma works with the Royal College of Anaesthetists on guidelines for anaesthetic services and supporting doctors giving cause for concern. She has been a reviewer with the Anaesthetic Clinical Services Accreditation (ACSA) scheme for ten years and carried out invited reviews of services.



Natasha Maw Visiting Lecturer at Bayes and Programme Director of Leadership Development and Coaching

Natasha is a leadership trainer and executive coach, with a particular interest in team development and cultural change. She has coached senior leaders in education, healthcare, digital and media organisations in both the public and the private sector. A recent mission was to help a number of NHS Trusts build cultures of trust and psychological safety.

A coach for the past 15 years, she started her professional life as a producer at BBC Radio where she developed her interest in listening and storytelling. She co-developed the BBC's Creative Leadership Course, designed to help leaders work more collaboratively and to instil new working practices, led by advances in digital technology.



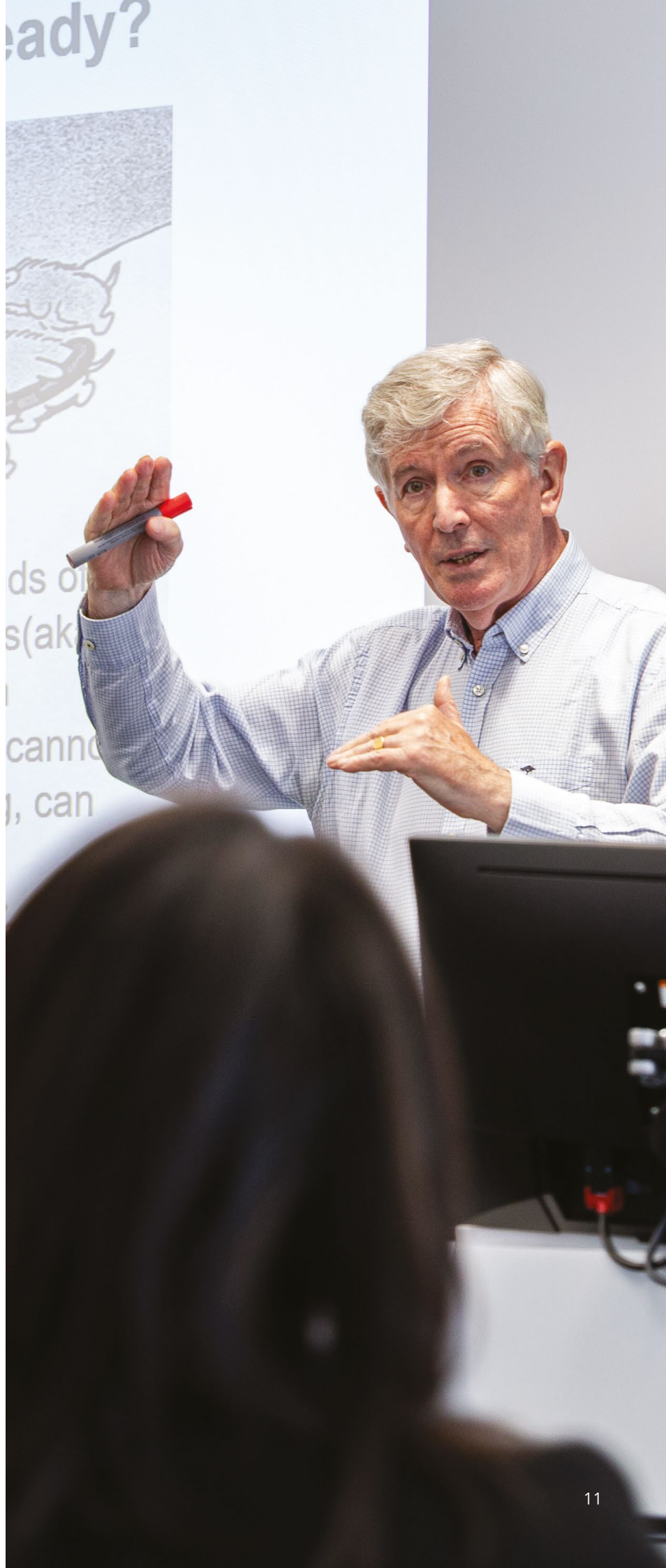
Charlotte Williams

Deputy Chief Executive at North West Anglia NHS Foundation Trust

Charlotte is Deputy Chief Executive at North West Anglia NHS Foundation Trust, which she joined in May 2024. As a Board member, she deputises for the CEO and leads on System Integration, Strategy and Transformation, Digital Services, and Organisational Development. She is also a member of the North Cambridgeshire and Peterborough Health and Care Partnership Board.

Previously, Charlotte was Chief Strategy & Improvement Officer at Mid & South Essex NHS Foundation Trust, leading quality improvement, digital services, system redesign, and transformation. She has also held senior roles at UCLPartners Academic Health Science Partnership, NHS England's Strategy Group, and as founding Executive Director of London Cancer Integrated Cancer System. She began her NHS career as a Graduate Management Trainee after completing a Master's in Biochemistry at the University of Oxford.

Charlotte is Associate Editor at *BMJ Leader*, Honorary Associate Professor at the University of Birmingham, and Chair of Ehlers-Danlos Support UK. She has won multiple awards for innovation and leadership development, including her work on the NHS Clinical Entrepreneur Training Programme.





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