We have discussed the importance of understanding what your vision is. Once you have decided this, you are now ready to work out what your strategy should be.

When developing your strategy, you really need to understand WHY you will choose one strategy above another (i.e. one version of working at scale above another). Part of this involves working out what problem you are really trying to solve.

One of the key mistakes people make when thinking about working at scale is to jump straight to working out what they want to do and how they want to do it. This can lead to hasty and ill-thought-out decisions, with practices jumping on the local bandwagon for no good reason.

Starting to work at scale without first understanding why you want to do this can have disastrous consequences. It will be very difficult to work out what your subsequent vision is and to take people with you if you can’t give a compelling ‘why’.

Are you solving the right problem?

“If I had asked people what they wanted, they would have said ‘a faster horse.’” – Henry Ford

There is a huge benefit in first trying to define what a problem is, and then seeing if you can reframe it. In a fascinating piece in the January 2017 Harvard Business Review, Thomas Wedde-Weddellsborg describes the following problem:
As this example illustrates, problems rarely have just one aspect that needs solving. By reframing a problem, we can come up with more interesting suggestions and solutions. Problems are multicausal and can be addressed in several ways.

For example, if access to appointments is a problem for patients, how can we reframe the problem so that it isn’t always a case of the problem being ‘there are never enough appointments for patients’? Some examples of how this may be reframed include:

- Patients don’t like waiting two weeks.
- Patients need reassurance about their minor and self-limiting illnesses.
- Patients can’t access physio, CPN or OT appointments in your area without a GP referral.

Addressing these problems might lead to very different solutions, such as ‘work with another practice and employ your own physio which patients can access directly’ or ‘suggest that your federation provides a nurse to staff a walk-in clinic in your local pharmacy’.

Reframing the problem

Thinking like this can be difficult to adapt to. How do we define what the problem is in the first place, and how can we think creatively enough to solve it?

Wedellsborg suggests several practices you could try to help you reframe ‘the problem’:

- Bring an outsider into the discussion. Sometimes we are just too close to the problem. Get someone else’s perspective on the
problem. Choose someone who understands but is not part of your usual world, and someone who will speak freely. Look for input not solutions! Consider using your patient participation group.

- Get people’s definitions of the problem in writing. You’ll be amazed at the different iterations of the understanding of the problem even within your own team.
- Ask what’s missing. Rather than focus on the details of the problem, scan for what is not there.
- Analyse positive exceptions. Look for instances when the problem didn’t occur – ask why this was, what was different?
- Question the objective. In the problem of access above, is the objective to provide more appointments, reduce demand or get patients to see different healthcare professionals.
- Focus on people’s underlying needs and interests, which may be unexpressed.

See the article on Negotiation for more examples on how to focus on needs and interests.

**The power of ‘why?’**

The question of WHY you want to work at scale should fit in with your vision (as outlined in the article on Vision, values and purpose).

Thus, working at scale is just a STRATEGY to deliver your vision. You’ll need to understand your vision to help you work out the ‘why’ for working at scale.

In his book and much-viewed TED talk, ‘Start with Why’, Simon Sinek describes a clear process for setting the direction of an organisation. Put simply: ‘ask why before how and what?’ Sinek describes three golden circles; these are concentric circles with ‘what’ in the outer ring, ‘how’ in the next ring and ‘why’ in the circle in the middle. He argues that most businesses don’t have a good understanding of their why, and largely define themselves by their ‘what’ and their ‘how’. This understanding is crucial for communicating the vision and taking people with you.

“People don’t buy WHAT people make, they buy WHY people make it.” Simon Sinek

Apple is a brilliant example of this. Sinek argues that its products aren’t significantly different from those developed by other leading tech manufacturers, but Apple has made an art form out of communicating ‘why’ to its customers – it wants to challenge the status quo. As a result, it has an extremely loyal customer base.

When people lose the focus on the ‘why’ of an organisation, teams can start focusing on other things such as the numbers (an important element of most decisions but not the basis for a decision – unless financial survival is the only objective).

**Having a strong leadership team with a strong WHY is important** here, particularly because in working at scale you may have several different people involved in decisions. The more people involved, the higher the chance of watering down an original WHY.

Taking people with you is especially important in working at scale. Our later chapters on change explain this more fully, but starting with WHY will produce the emotional engagement you need, as well as provide a great platform to hang later decisions on.

**Don’t do HOW first**

“Form ever follows function.” Louis Sullivan

Successful architects and designers start the day by reciting the mantra “form must always follow function”.

If you are clear about why you have decided to work at scale and what you want to achieve, then the organisational form, structure and the HOW that you need to deliver your aspirations can follow – it will often be clear by this point, and you can get professionals in that field to help you set it up.

In our experience, GPs often get tied up in deciding what the structure and associated legalities of working at scale may be, to the detriment of arriving at a clear and joint vision. And even when the ‘model’ has been established, it will need constant reassessment and fine-tuning.

**In conclusion**

Once you’ve worked out what your vision is (by considering your values, purpose and envisioned future), you will want to work out what strategy you need to achieve this.

Working at scale holds endless possibilities for innovation and transformation, but isn’t an end in itself. In order to understand which option of working at scale you should choose, be extremely clear about what problem you are solving and why you need to change.
We make every effort to ensure the information in these articles is accurate and correct at the date of publication, but it is of necessity of a brief and general nature, and this should not replace your own good clinical judgement, or be regarded as a substitute for taking professional advice in appropriate circumstances. In particular check drug doses, side-effects and interactions with the British National Formulary. Save insofar as any such liability cannot be excluded at law, we do not accept any liability for loss of any type caused by reliance on the information in these articles.

### Ask WHY before HOW
- Be clear about what problem you are trying to solve.
- Try reframing the problem to come up with more creative solutions.
- Working at scale isn’t an end in itself – it’s a strategy.
- You must start with WHY you want to work at scale, not HOW or WHAT.

- Simon Sinek: Start With Why - 2011, Penguin. This book sets out simple steps to ensure you are clear on your strategy.

Our 2018 Courses

Red Whale

Our comprehensive one-day update courses for GPs, GP STs, and General Practice Nurses. We do all the legwork to bring you up to speed on the latest issues and guidance.

All our courses are:

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Are they for me?

Our courses are designed for:

- GPs, trainers and appraisers preparing for appraisal and revalidation or wanting to keep up to date across the whole field of general practice.
- GP ST1, 2 & 3, looking for the perfect launch pad into general practice and help with AKT and CSA revision.
- GPs who want to be brought up to speed following maternity leave or a career break.
- General Practice Nurses, especially those seeing patients with chronic diseases.

What’s included?

- 6 CPD credits to help you with appraisal and revalidation, plenty of time for interaction, humour and video clips – to keep you focused and awake!
- The Handbook – comprehensive and fully referenced, covering all the most recent research and guidelines pertinent to primary care, but interpreted for real life General Practice.
- gpcpd.com – 12 months’ FREE access so you can continue your learning when it suits you. Including a FREE linkup to FourteenFish appraisal app. It’s super easy to do!
- Coffee, snacks and lunch – plenty of breaks to fuel your mind.
- NEW! A fancy Red Whale re-usable cotton bag to carry your Handbook home! We’re happy to say we’ve banished plastic bags for good!

What’s not included?

Our courses contain NO theorists, NO gurus, NO sponsors, NO reps on the day! Just real-life GPs who will be back at the coal face as soon as the course has finished.

www.gp-update.co.uk
OUR 2018 COURSES

The GP Update Course – our flagship course!
With the amount of evidence and literature inundating us, it can be hard to know which bits should change our practice, and how. The GP Update Course is designed to be very relevant to clinical practice and help you meet the requirements for revalidation. We collate and synthesise the evidence for you so you don’t have to! Using a lecture based format, with plenty of time for interaction, the GP presenters discuss the results of the most important evidence and guidance, placing them in the context of what is already known about this topic. The presenters also concentrate on what it means to you and your patients in the consulting room tomorrow.

Exeter Wed 16 May 2018
Bristol Thur 17 May 2018
London Fri 18 May 2018
London Sat 19 May 2018
Newcastle Wed 6 Jun 2018
Sheffield Thur 7 Jun 2018
Manchester Fri 8 Jun 2018
Birmingham Sat 9 Jun 2018
Norwich Wed 13 Jun 2018
London Thur 14 Jun 2018
Reading NEW LOCATION Fri 15 Jun 2018
Oxford Fri 28 Sep 2018
Southampton Sat 29 Sep 2018
Cardiff Wed 3 Oct 2018
Exeter Thur 4 Oct 2018
London Fri 5 Oct 2018
London Sat 6 Oct 2018
Leeds Wed 10 Oct 2018
Liverpool Thur 11 Oct 2018
Manchester Fri 12 Oct 2018
Birmingham Sat 13 Oct 2018
Cambridge Tue 16 Oct 2018
London Wed 17 Oct 2018
Nottingham Thur 18 Oct 2018
Inverness Wed 7 Nov 2018
Edinburgh Thu 8 Nov 2018
Glasgow Fri 9 Nov 2018
Brighton SEE BACK PAGE Fri 23 Nov 2018

The Women’s Health Update Course – ALL NEW CONTENT!
Our Women’s Health Update has ALL NEW CONTENT for 2018! This completely refreshed one day update will arm you with the skills to manage this area of general practice with confidence. Expect the latest on perimenopausal contraception, low libido, fertility, post-coital bleeding and the ‘abnormal’ cervix as well as benign breast disease and lots more! We promise it’ll be interactive, entertaining and relevant for ALL GPs and GP STs!

London FULLY BOOKED Thur 24 May 2018
Manchester Fri 8 Jun 2018
London EXTRA DATE ADDED! Fri 22 Jun 2018
London Thur 4 Oct 2018
Leeds Thur 11 Oct 2018
Birmingham Fri 12 Oct 2018
Manchester Thu 15 Nov 2018
Bristol Fri 16 Nov 2018
Brighton SEE BACK PAGE Thu 22 Nov 2018

The MSK and Chronic Pain Update Course – New
MSK problems are the most common reason for seeing a GP and represent 30% of repeat GP visits. We want to help build your confidence. On the course we will tackle:
• The evidence-base for common MSK conditions including osteoarthritis, spondyloarthritis, polymyalgia, fibromyalgia and much more.
• Diagnosis: why waddling like a duck might help; and what to do when there is no diagnosis!
• Why chronic pain is ‘in the brain’ – and more importantly, what we and our patients can do about it.
We will provide you with a new narrative and a tool box of strategies you can take back to the surgery and start using the next day.

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# The BRAND NEW Working at Scale Course!

If you're worried about the sustainability of your practice yet feel uncertain about working on a larger scale, then we are here to help! The Working at Scale Course is perfect for all GPs, Practice Managers and primary care practitioners who want to learn more about taking the next steps to working at scale, be it in a federation, through a merger or one of the other host of different models. We’ll give you the confidence to weigh up your options and make the best choices for your practice – and we’ll show you how to implement the changes successfully! This brand new course will help ease your transition and prepare you for the changes ahead!

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# Lead. Manage. Thrive! – The management skills course for GPs

If you’ve been waiting for a job as a leader to develop your leadership and management skills then you’re missing out! Leadership starts with identifying and taking control over what is in your hands right now! Lead, Manage, Thrive! will give you the confidence to skilfully negotiate, deal with difficult conversations, influence colleagues and bosses, delegate and be proactive about managing your workload. The course is for anyone who wants to step up, find a better way of working and gain a toolkit of strategies to become a successful and resilient practitioner!

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# The Cancer Update Course

Within the next 15 years the need for cancer care will double and you will look after as many cancer survivors as diabetics. Shared care follow up will become the norm, and secondary care will pass responsibility to us, A key 2015 Lancet Oncology commission paper warned that. “GPs are inadequately trained and resourced to manage the growing demand for cancer care in high income countries".

Education for GPs was one of their five key recommendations – we can help you get ahead of the curve! Established GPs and GP STs can use this course to bridge the gap in traditional GP cancer education which has focussed heavily on referral and end of life care missing out the whole journey in between. This course is able to look in much more detail at the big picture behind the disease perhaps most feared by our patients and, let’s face it, that 1 in 2 of us will be diagnosed with over our lifetime.

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# Our Consultation Skills Courses

These small group courses have a different feel and flavour to our topic based Updates and are packed with interactive activities designed to review and refine your consultation skills! But don’t worry – we won’t ask you to role-play in front of the group! Perfect for GPs, GP STs and Practice Nurses. For more information, please visit [www.gp-update.co.uk/courses](http://www.gp-update.co.uk/courses)

# The Telephone Consultation Course

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# The Effective Consultation Course

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# The Medically Unexplained Symptoms Course

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Prices

GP Update Course:
GP £195 | GP Registrar £150 | Nurse £150
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£225 or £210 for members of www.gpcpd.com
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☐ The GP Update Course
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☐ The Women’s Health Update Course
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☐ The Effective Consultation Course
☐ The Medically Unexplained Symptoms Course

(location)................................................................. (date)........................................

I can’t attend a course, but would like to order your Handbook or DVD:

☐ GP Update Handbook and 12 months’ access to GPCPD £150
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☐ Cancer Update Handbook (no GPCPD) £70
☐ MSK and Chronic Pain Handbook (no GPCPD) £70

* (pre-order for delivery late May 2018)

Name................................................................. Address

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Email.................................................................

(We will send your booking confirmation and receipt to you via email. We would also like to send you our FREE clinical updates and information about our other courses. Please tick here if you are happy to receive our emails: ☐ Rest assured we will never share your information with anyone else. To see our privacy policy please go to www.gp-update.co.uk/privacy).

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