



Change Collaborative

Clinical Directors' Course

22nd – 28th February 2026

Queenstown

Innovate + collaborate

“

If you are fortunate enough to be selected to attend this course you will leave it as a better leader and a better person.

”

Dr Willem Landman

Emergency Medicine Specialist

Nurturing the leaders

Healthy systems need empowered leadership. Health systems need strong clinical leaders. Change Collaborative are committed to building effective health systems.

For over 20 years, we've been working alongside clinical leaders in New Zealand, Australia and the United Kingdom as trusted advisers, strategists, and improvement experts.

Our focus is centred around sustainable performance improvement, building the capability of staff to deliver lasting change.

We invite you to join Change Collaborative's Clinical Director Course, where you will connect with a dynamic network of clinical leaders committed to driving meaningful transformation.



The programme

Now in its 10th year, our clinical director programme provides powerful personal growth and networking through intensive individual and team based learning.

Diverse points of view challenge each participant to combine theory with real life demands of the role to plan, lead, communicate and deal with change and conflict.

Participants will learn, practice and integrate new techniques in small groups exploring case studies. Dynamic classroom sessions will reinforce case study discussion and individual readings.

The immersive experience allows participants to define their roles as clinical leaders of the future. Lasting peer relationships and a shared commitment to ongoing learning have featured strongly across all programmes since 2017.

Objectives

Develop greater understanding of:

- Emerging leadership models and the role of clinical directors.
- Personal self-awareness and ways to interact more effectively.
- Tools and techniques to enhance personal effectiveness.
- Health system performance, improvement and complex adaptive systems.

Establish a lasting network of peers:

- Share ideas and experiences with like-minded peers.
- Use course learnings to collectively address challenges brought forward in participants' case studies.
- Sustainable performance improvement develops the capability and capacity of staff.

We would be delighted to have your participation in Change Collaborative's Clinical Directors' Course where you will, over the course of a week, join a dynamic group of clinical leaders who aspire to greater things.

Who should attend?

The programme is designed for clinical leaders who are driven to assume positions of greater responsibility, develop their skills and lead the delivery of outstanding results.

Participants should have:

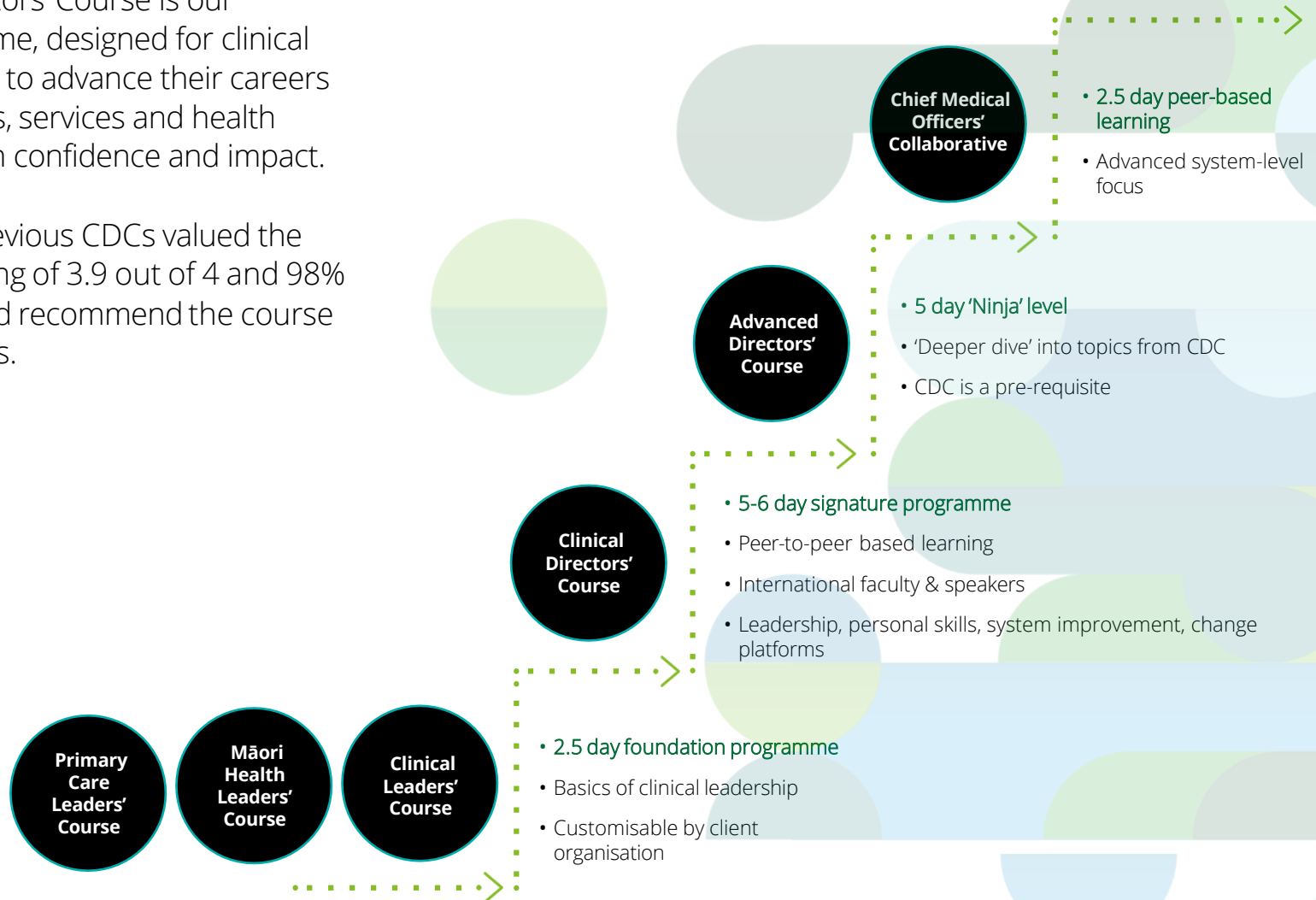
- Attained, or be about to attain a position as a Clinical Director, Medical Director or Head of Department, Associate or Deputy.
- Endorsement from senior clinical and/or management within their organisation to attend the programme.

Change Collaborative will approve applications based on the above criteria and the need to balance participant mix.

Invigorate + grow

The Clinical Directors' Course is our flagship programme, designed for clinical leaders who want to advance their careers and lead clinicians, services and health organisations with confidence and impact.

Participants in previous CDCs valued the course with a rating of 3.9 out of 4 and 98% agreed they would recommend the course to their colleagues.



Course topics



Leadership

- Team work preferences: speaking the same language
- Leadership Behaviors Profile, your 360 assessment
- Situational leadership
- Building a feedback culture
- When you realise 'you' have become 'they'
- What your CEO wants from you
- Performance management



Personal skills

- Models of clinical leadership and supporting leadership behaviours
- How to be 'not-me': building stronger 'inter-relations'
- Identifying and recruiting talent
- Chairing meetings, Facilitation, Interviewing, Governance
- Self-care, self-compassion
- Coping with the media
- Conflict & difficult conversations



System performance

- Statistical Process Control: Monitor, Control and Improve
- Rapid Cycle Testing: Not Right First Time
- System Dynamics: Understanding non-linear behaviour of adaptive systems
- Principles of balancing demand and resource
- De-mystifying data: what should the graphs be telling you
- Financial literacy: what to look for in the numbers



Building change platforms

- Creating an environment for others to identify, experiment, and sustain change
- Change adoption: understanding people's motivations
- Emotional cycles of change
- Ladder of Inference
- Empowerment versus delegation
- Using clinical information systems to lead change



Previous Visiting Speakers



Dame Helen Stokes-Lampard

National Clinical Chief Medical Officer for HealthNew Zealand / Te Whatu Ora and a NZ General Practitioner. Helens background spans across boards, charities, and public health.



Prof Keith McNeil

Transplant physician. Assistant Deputy Director-General and Chief Clinical Information Officer, Queensland Health. Former Chief Clinical Information Officer for the NHS and Chief Executive in UK and Australia.



Dr Ian Sturgess

Geriatrician. International expert in improving emergency care and care for the Frail Elderly. Previously clinical leader for Britain's Emergency Care Improvement Programme. Associate Medical Director Change Collaborative.



Dr Tony Fernando

Psychiatrist and sleep specialist with a long-standing interest in compassion. Tony has published academic papers in sleep medicine, mindfulness and medical compassion.

“

Enlightening, informative and inspiring. Permission to think, to be yourself, to try and to learn.

”

Simon Harper

Surgeon

Our Team



Naila Naseem,
Change Collaborative Lead – Transformational Health Leadership & Inner Game Coach

Naila began as a front line clinician of 35+ years and has experience leading health sector transformation across NZ, AU and UK. As a specialist in organisational development and change for health systems, Naila works with clinical and executive teams to unlock performance and deliver better outcomes for patients and communities.



Dr Joshua Tabor,
Health Sector Leadership – Strategy & Capability Uplift

Josh is a leadership expert with a PHD in leadership, known for driving change in health and public sector organisations. Formerly CEO of SCOUTS NZ and Director of Organisational Development at NZ Police, Josh brings deep expertise in health workforce strategy, performance improvement, and leadership development.



Tuhakia Keepa
Māori Leadership Worldviews & Equity in Health

As Deloitte's HPR Health Lead, Tuhakia brings 20 years' experience in Māori health development and education, championing initiatives that improve Māori health outcomes. Tuhakia works alongside communities and health organisations to embed equity, cultural leadership, and innovative approaches to health system improvements.



Molly Lawrence,
Advisor - Programme Marketing and Events

Molly is the organiser behind Change Collaborative events, communication and engagement. With experience in supporting global programmes and workshops, Molly brings creativity and energy to every programme, ensuring you can connect, learn and collaborate for impact.

Empowering the thinkers

"Empowering. Insightful. Entertaining.
Challenging. Compelling."

Kate Grimwade
Physician

"An incredible and intense journey of self
discovery and improvement to enable
strong clinical leadership"

Kate Allan
Emergency Medicine Specialist



Preparation

Participants will be required to fully prepare for the programme.

Preparations will include

- Writing a case study of 2 - 4 pages describing a situation from their present or immediate past role that will provide an opportunity for team exploration and learning. A template structure will be provided. This will need to be completed and submitted in advance of the course.
- Reading a number of articles from international journals providing key theoretical frameworks that will underpin class room discussions.
- One or two books may be suggested to provide a common platform of knowledge and serve as a frame for team and course discussions.
- Participants will be required to complete a team work style preference profile and a 360-degree leadership behaviours profile.

Daily routine

Each day begins the evening prior, with teams meeting to review and discuss the next day's case study challenge.

Morning and afternoon classes provide the foundational knowledge to develop a response to the case study. There will be opportunities through the course of the day for teams to develop their response.

Each afternoon teams present their case study and management approach, highlighting any changes based on the day's learnings. In the evening, teams debrief with their Faculty mentor and prepare to apply insights moving forward.

Apply the learnings

At the conclusion of the programme, each participant will leave with a personal plan that has 3, 12 and 36 month objectives based on:

- Insights from team work style preference and leadership behaviour profiles
- Key learnings from each of the course's streams: leadership, system performance, personal skills and building change platforms.

Participants have the option of 3 or 6 personal coaching sessions over the months following the programme to help consolidate learnings while implementing change once back in their work environment.



The venue

Coronet Ridge Resort

Set close to the stunning Coronet Peak ski area, Coronet Ridge Resort is within easy reach of central Queenstown.

Perched high above the stunning Shotover River with sweeping views of the surrounding mountain ranges, this secluded location offers you peace and tranquility.

As you embark on your learning journey, the resort offers a space to pause, reflect and connect with your cohort and nature all in one space.



Arthur's Point,
New Zealand

Deloitte Leadership Centre

Our custom-designed leadership centre in the Coronet Ridge Resort offers a truly immersive learning experience designed to empower health leaders from across Aotearoa and beyond.

This purpose-built environment provides the perfect backdrop for collaboration, innovation and growth. Here, leaders have the opportunity to step away from daily pressures and engage in transformative learning breaking down barriers, fostering meaningful connections and inspiring bold thinking.

Through tailored programmes and expert facilitation from senior Deloitte professionals, we help you to craft impactful leadership strategies, strengthen resilience, and accelerate results that make a real difference in your organisation, and patient care.



How to register



To register, please visit
deloi.tt/3VFgT

Registration due date

Please reserve your place as soon as possible as numbers are strictly limited to 16 participants per course. All applications will be confirmed for acceptance by Change Collaborative.

If you have any queries regarding registration or any other aspect of the course, please email
[**molawrence@deloitte.co.nz**](mailto:molawrence@deloitte.co.nz)

Programme fee

The course fee includes tuition, course materials, accommodation and meals. Travel to Queenstown is the responsibility of the participant.

Course fee: **\$12,900 + GST.**

Payment method

Invoices will be distributed a month before the course start date.

Travel arrangements

You will be required to arrive at the venue by **5pm on the Sunday** (full directions included in pre-course information pack). The programme concludes late on the Friday and you should plan to depart on the following **Saturday** morning.

Cancellation policy

- Once your invoice has been paid, you are able to withdraw from the course with the guarantee of a full refund 1 month from the you're your invoice was paid, provided the invoice is paid before the invoice due date.
- Therefore after this period, no refund will be granted, however the option to transfer onto the next course will be available. You will be able to transfer courses for a total of 2 courses following your original registration. Thereafter if you wish to attend the 3rd course following your registration, you will be required to pay the full amount again.



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To dare is to lose one's
footing momentarily. To
not dare is to lose oneself.

Kierkegaard

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