LEADER

A TRANSITIONAL SPACE, A SPACE BETWEEN WHERE I CAME FROM AND WHERE I WANT TO BE
JULIAN STODD

THE BIG CONVERSATION ON THE BIG CHANGE PROGRAMME:
LANCASHIRE AND SOUTH CUMBRIA

SYSTEM LEADERSHIP
EXPLORING WHAT WORKS,
WITH MARGARET HEFFERNAN

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THE TRANSFORMATION OF
OD INTO SYSTEM DEVELOPMENT

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If you have any comments on Leader, or just want to get in touch with a member of the team, you can email us at **NWLA.info@nhs.net** and follow us on Twitter.

@nhsnwla

WELCOME...

Welcome to our Autumn edition of Leader, can't quite believe we are heading into Autumn, where has the year gone so far! My Dad used to say that the older you get the faster the time goes and I'm thinking now he might have been right.

I started in the NHS as a Student Nurse back in January 1981. In that time I've seen lots of change and reconfiguration. I've been reflecting recently on the change we find ourselves going through currently, it feels different.

It made me think about William Bridges work on change and transition, I think what's different is that in previous times we had a defined blueprint for the future. Bridges describes endings and new beginnings and how this impacts on people, he talks about the importance of acknowledging loss before being able to move to new ways, new orders. In the last reconfiguration when SHAs and PCTs were being abolished there was a definite ending, we knew we were moving to new organisational structures in the form of CCGs and there was a definite sense of losing something that we knew and moving from the old world to the new. I'm not sure it's the same with our current reconfiguration, we haven't got a prescribed blueprint for the future this time; it is emerging. I think for this reason it feels like it's happening more gradually as we are moving from the old to the new at different times in different places. Therefore I'm not sure we are quite acknowledging the loss people may be feeling, with the development of ACS and associated mergers, people are wondering what the future holds for them. Belonging to and being part of a system is quite different to belonging and being part of a single organisation. Many people will feel a sense of loss - I'm just not sure we're acknowledging it in the way we need to.

We hear lots of talk about leaders having to operate in new ways, we talk about it within our articles here. The skills and attributes that were applicable in the 'old world' may not be sufficient to take us into the 'new world', I talk to people who question and ask – can I make this move? Bridges also talks about the period between moving from the old to the new and he refers to it as the 'neutral zone' likened to having let go of one trapeze before grasping the next, an uncomfortable place to be I'm sure you'd agree. We are undertaking lots of work to help leaders move from the old to the new, negotiating the neutral zone, helping leaders to create the conditions for this to happen in a compassionate and understanding way. Though I am concerned we're not quite acknowledging the loss many of us might feel.

I think I'm someone who embraces change in fact I'd go so far as to say I like it and thrive on being involved in new ways of working. However in leading in a much more social age and the communication that happens via social media I admit that I have struggled. I absolutely get it and like to access it but would not be my first way of doing things personally.

I understand that my role, however, is to create the conditions for others to do and we have team members who are expert at it, adept at managing and using these new forms of communication, so they help me and support me as I endeavour to move to this 'new world'. So I may have been around a while but I am embracing the very exciting opportunities the 'new world' brings and the old adage 'you can't teach an old dog new tricks' I don't think is true! So as my Dad said time may be passing quicker but I am enjoying the ride. I hope that the offers and ways of working differently described in this edition show how the NHS North West Leadership Academy is moving into the 'new world' with new approaches reflected throughout the articles contained.

I am pleased and proud to share our new values which we are exploring ourselves to help our transition as your local leadership academy. I look forward to us supporting each other as we continue on the journey into the 'new world' together.

As ever if there is anything you wish to talk to us about, don't hesitate to get in touch, we are out and about conducting our Strength Based conversations so hopefully catch up with you soon.

Warm regards

Deborah

Deborah Davis
Managing Director
NHS North West Leadership Academy

'Change is not the same as transition. Change is situational: the new site, the new structure, the new team, the new role, the new procedure. Transition is the psychological process people go through to come to terms with the new situation. Remember that change is external and transition is internal' (Bridges)

INNOVATIVE & VISIONARY

WE CAN'T SOLVE OUR PROBLEMS WITH THE SAME THINKING WE USED WHEN WE CREATED THEM.
Albert Einstein

CONNECTED & INCLUSIVE

WE HAVE FAR MORE IN COMMON THAN THAT DIVIDES US
Jo Cox

AUTHENTIC & ETHICAL

WHEN YOUR VALUES ARE CLEAR TO YOU, MAKING DECISIONS BECOMES EASIER
Roy E. Disney

AGILE & INTUITIVE

IT IS NOT THE STRONGEST SPECIES THAT SURVIVE, NOR THE MOST INTELLIGENT, BUT THE ONES MOST RESPONSIVE TO CHANGE
Charles Darwin

PIONEERING & DYNAMIC

LEADERSHIP IS UNLOCKING PEOPLE'S POTENTIAL TO BECOME BETTER
Bill Bradley

THE BIG CONVERSATION ON THE BIG CHANGE PROGRAMME:

LANCASHIRE AND SOUTH CUMBRIA

The 4th July saw the Lancashire and South Cumbria (L&SC) footprint coming together for 'The Big Conversation on the Big Change Programme' led by Heather Tierney-Moore – the SRO for Leadership and OD.

NHS NWLA led the strength-based conversations; this provided an opportunity to explore the perspectives of footprint and organisation leaders on the strengths and assets in their respective areas to deliver the Big Change Programme Leadership and Organisational Development (OD) Strategy.

Stakeholders coming together from across the footprint

It was great to welcome so many key stakeholders to the event from across the footprint from a variety of NHS commissioner and provider organisations, local delivery systems, local authorities and the third sector. This event provided stakeholders with an opportunity to work together to reflect on the key themes from the strength-based conversations, agree the emerging priorities and how they can jointly implement the Big Change Strategy going forwards.

There was a buzz in the room from stakeholders emphasising a willingness and commitment to doing things differently in collaboration.

Heather Tierney-Moore's Introduction

There was a resonating consensus that the journey to the new system was akin to "flying the plane whilst building it" and that a "leap of faith" was required as all the evidence may not yet be there. There was a strong sense that the key enabler to achieving the ambitions of the footprint strategy is the commitment to developing a culture of exploration and sharing learning.

Stakeholders also felt that the emerging landscape provides an excellent opportunity for leaders to collaborate with communities, listen to community voices

Agreeing priorities for action

and actively engage the public to keep them at the forefront of developments.

At NHS NWLA, we are pleased to be working in collaboration with Advancing Quality Alliance (AQuA), Health Education England, North West Employers and the NHS Innovation Agency to develop a coordinated and bespoke approach to interventions to support the priority areas identified by this footprint.

WORKING IN COLLABORATION

NHS NWLA
HEE
NORTH WEST EMPLOYERS
GM AHSN
INNOVATION AGENCY
AQuA
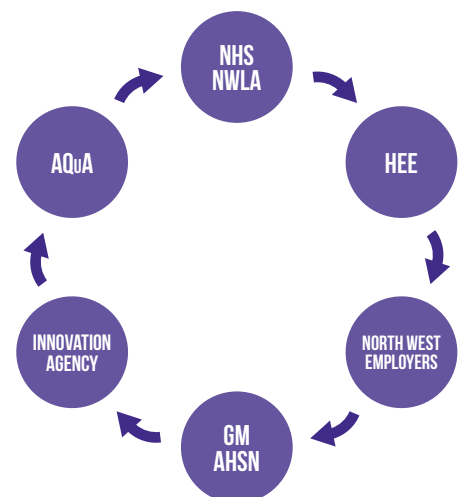
A second stakeholder event on 24th August took the opportunity to review the identified priorities ensuring they were accurately reflected; that they widen stakeholder engagement in the footprint and provide an opportunity for the NHS NWLA and the collaborating organisations to explore how we best support the L&SC footprint with development interventions to address the priorities.

We are now working closely with leaders from across the footprint to ensure they get the best value and maximum benefit from all the collaborating organisations.

Having successfully tested the dialogic approach in this footprint the opportunity for this leadership intervention has now been extended to Greater Manchester and Cheshire and Mersey footprints. Watch this space.

Kash Haroon from NW Employers facilitating a group

TESTING NEW DIGITAL APPROACHES AND IDEAS

Putting the 'T' in Sustainability and Transformation Partnerships – how leaders can use digital as a tool for transformation

Championing digital as a tool for transformation is key for leaders, but it is not without its challenges.

Lancashire and South Cumbria STP and Local Workforce Action Board are key partners in developing and testing out ideas and approaches to support leaders to:

- Develop confidence in their organisations' ability to improve their data security in line with new policy

- Contribute to and develop understanding of the new Well-Led / Developing People Improving Care Frameworks and the benefits they can bring

- Learn from examples of 'what good digital health and care looks like' in practice and how they can apply this within local health and care systems

This is part of a **NATIONAL LEADERSHIP CAMPAIGN** funded and coordinated by the **NATIONAL INFORMATION BOARD** and led by **NHS DIGITAL AND HEALTH EDUCATION ENGLAND** as part of the **BUILDING A DIGITAL READY WORKFORCE (BDRW)** Programme. To get involved or learn more please contact Bruce Elliott bruceelliott@nhs.net or Declan Hadley declanhadley@nhs.net

SYSTEM LEADERSHIP

EXPLORING WHAT WORKS, WITH MARGARET HEFFERNAN

WE WERE DELIGHTED TO WELCOME INTERNATIONALLY RENOWNED SPEAKER, ENTREPRENEUR AND WRITER, MARGARET HEFFERNAN TO THE NORTH WEST IN JULY.

The masterclass was brought together in collaboration with the Mersey Internal Audit Agency (MIAA), Advancing Quality Alliance (AQuA) and North West Association of Directors of Adult Social Services (NW ADASS) attracting over 100 delegates.

Feedback on the day showed an appreciation from our membership about our collaborative approach of sharing resources, pooled funding and efficient ways of working. We are committed to continuing to work this way. We know the approach supports our collective memberships to have access to top quality interventions whilst putting less pressure on already very busy diaries.

Margaret's deep experience and research in business as well as her global perspective has given her real insight into what system leaders do that is effective, which she freely shared on the day:

Wilful blindness can have catastrophic effects. Everyone knows what is happening, yet few people are prepared to speak up and challenge. Her conclusion is that culture can both prevent and enable wilful blindness to occur and it is the role of leaders to create an open culture and value difference.

ANDREA McGUINESS @1MCGUINNESS

"CANDOUR IS THE ONLY WAY. NHS MUST STOP TREATING THOSE WHO TRY & OPEN OUR EYES TO PROBLEMS AS BRUTALLY AS WE HAVE DONE TO DATE #SL2017"

SALLIE BRIDGEN @SALLIEBRIDGEN

"@M_HEFFERNAN DESCRIBES HOW 'WILFUL BLINDNESS' IN ORGANISATIONS LEADS TO FAILURE - THOSE WHO SPEAK OUT ISOLATED AND SILENCED #SL2017"

EMMA LEIGH @EMMA_LEIGH_MBE

"WHAT WORKS WELL WHEN LEADING EFFECTIVELY ACROSS SYSTEM? MASSIVELY IMPORTANT IN TERMS OF #BETTERCAREFUND #SL2017"

Globalisation, **complexity** and sophisticated communication mean that the 'old model' of doing business no longer works. We are not able to forecast ahead and the assumptions upon which that planning is based are shaky at best. If you can't plan for the long term then the key is for system leaders to be **responsive** and **evolving** and adapt to changing circumstances.

> **DOMINIC HARRISON** @BWDDPH
>
> "#SL2017 @M_HEFFERNAN : BUREAUCRACY LEECHES ACCOUNTABILITY OUT OF SYSTEMS AND ORGANISATIONS IT SILOS RATHER THAN COLLECTIVISES RESPONSIBILITY"

> **CHORLTON GIRL** @GILBEYE
>
> "IN COMPLEX SYSTEMS YOU CAN SEE THE BIG TRENDS BUT YOU CAN'T PREDICT ALL EVENTS. NEED TO EXPERIMENT ON THE THINGS YOU CAN EFFECT #SL2017"

> **ANDREA McGUINESS** @1MCGUINESS
>
> "DOING A GOOD JOB CONFLICTS FOR MANY WITH BEING A GOOD PERSON. DO YOU RECOGNISE YOUR IMPACT ON THIS AS A LEADER? #SL2017"

The goal is for leaders to create **high functioning teams.** Gone are the heroic soloists; they are being replaced by leaders who can create diverse teams who problem-solve together.

> **DAVE BOULGER** @DAVEBOULGER
>
> "@M_HEFFERNAN - SUCCESS IN COMPLEX SYSTEMS REQUIRES TEAMS OF ENABLED PEOPLE, NOT "SUPERHERO SOLOISTS" @AQUA_NHS #SL2017"

> **ANDREA McGUINNESS** @1MCGUINESS
>
> "@M_HEFFERNAN 'STRENGTH OF NETWORK IF ONE PERSON GETS STRONGER THEN THE REST GET STRONGER #PARTNERSHIPS #COLLABORATION # TRUSTSL2017"

Networks are crucial to problem solving. In high functioning systems there are a high number of network leaders – people who know everyone and everyone believes in them. These helpful leaders are the **network nodes.** They have a high degree of social capital to problem solve. For leaders this means thinking more about the people than the business model.

> **CHORLTON GIRL** @GILBEYE
>
> "HELPFULNESS IS ABOUT INFORMATION SHARING TO SUPPORT THE NETWORK - NURTURE YOUR NETWORK NODES! THE REAL SYSTEM LEADERS #SL2017"

> **ALISON BROWN** @TAYLTH
>
> "#LEADERSHIP IN COMPLEX SYSTEMS IS HAVING GOOD NETWORKS TO UNDERSTAND WHAT'S HAPPENING + EXPERIMENTING TO INFLUENCE THEIR PART #SL2017"

> **SALLIE BRIDGEN** @SALLIEBRIDGEN
>
> "PIXAR DEVELOPED TRANSFORMATION PLANS BY BRINGING FRONTLINE STAFF TOGETHER FOR A 'HACKATHON' - WE PROBABLY CALL IT COPRODUCTION #SL2017"

The assumption that **people** at the top of an organisation know more is a dangerous one. People have more **knowledge at the edge** than the centre. Effective leaders serve the system and develop insights by listening to those who work at the edge.

> **DEBORAH DAVIS** @DARNOT61
>
> "@NHSNWLA #SL2017 MORE IS ACHIEVED BY SHARING THAN BY HOARDING, INFORMATION IS NOT POWER WHEN IT ONLY SITS WITH ONE INDIVIDUAL/ORGANISATION"

> **GEOFF LAVERY** @LAVERY_GEOFF
>
> "@M_HEFFERNAN #SL2017 THERE IS MORE KNOWLEDGE AT THE EDGE THAN AT THE CENTRE. THE MORE DISTANCE THE LESS YOU KNOW!"

> **PETA** @PETASTROSS
>
> "START WHERE THERE IS ENTHUSIASM, PASSION AND FUN; ONLY TACKLE THE PROPOSAL SOMEONE IS PREPARED TO CHAMPION #SL2017"

You can also read Peta's blog following this session at
https://tinyurl.com/yaf68caz

> **SALLIE BRIDGEN** @SALLIEBRIDGEN
>
> "@MIT @M_HEFFERNAN WE NEED TO FOSTER HELPFULNESS IN TEAMS - GENEROSITY, RECIPROCITY & TRUST MEAN PEOPLE RAISE CONCERNS & SHARE CRAZY IDEAS @M_HEFFERNAN #SL2017"

LIVELY CONVERSATIONS, TABLE DISCUSSIONS AND OPEN SPACE QUESTIONS LED TO THE DEVELOPMENT OF SOME KEY QUESTIONS FOR DELEGATES TO TAKE AWAY FROM THE DAY:-

How do I ensure all the people I work with will enhance my view of the system?

How do I as a system leader create networks of generosity?

What are the meaningful experiments to do so we can learn together about what works?

What does my team need from me so that I can help them?

671
TOTAL TWEETS

263,268
TOTAL UNIQUE REACH

1,000,000
TOTAL ABSOLUTE REACH

REFLECTIONS
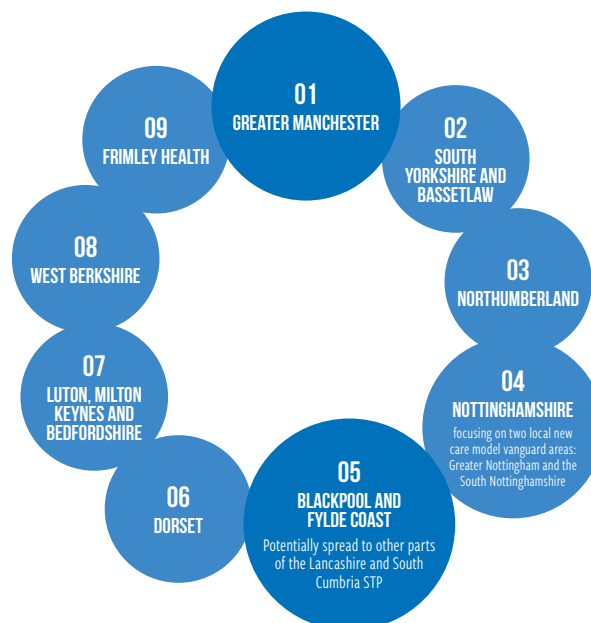FROM CLAIRE TOMKINSON, MANCHESTER'S LOCAL VOLUNTARY AND COMMUNITY SECTOR SUPPORT ORGANISATION

"One of things that Margaret said that I've been reflecting on the most is that we spend too much time thinking about the bricks. We can all visualise the formal hierarchy of our organisations and see the roles and job titles stacked up like bricks. When recruiting we look for the perfect candidate with the most relevant experience and expertise that makes them the best person to do the job. But do we think enough about the mortar? What is happening between people that hold them together? These are the social ties and the bonds of trust that makes teams function, but these aren't reflected in the formal hierarchy.

We've seen this lot in our systems leadership approach in South Manchester. Participants feel they can't always change the formal structure of their organisation, but they can change and influence their role in the informal network and how they work with others outside of their normal organisational boundaries. They know everyone, help everyone and recognise that it's important to do a good job, but that it's equally important to be a good person, do the right thing and stick to their values."

CATCH THE FULL HIGHLIGHTS FROM THE DAY ON TWITTER VIA THE #SL2017 HASHTAG

DEVELOPING SYSTEMS OF ACCOUNTABLE CARE

01 GREATER MANCHESTER

02 SOUTH YORKSHIRE AND BASSETLAW

03 NORTHUMBERLAND

04 NOTTINGHAMSHIRE focusing on two local new care model vanguard areas: Greater Nottingham and the South Nottinghamshire

05 BLACKPOOL AND FYLDE COAST Potentially spread to other parts of the Lancashire and South Cumbria STP

06 DORSET

07 LUTON, MILTON KEYNES AND BEDFORDSHIRE

08 WEST BERKSHIRE

09 FRIMLEY HEALTH

Find out more about the developing Accountable Care agenda through a series of events hosted by AQuA here in the NW:

5TH OCT
Cheshire and Merseyside

12TH OCT
Greater Manchester

14TH OCT
Lancashire and South Cumbria

WWW.AQUANW.NHS.UK/EVENTS/

SUPPORTING THE DEVELOPMENT OF PLACE-BASED AND INCLUSIVE SYSTEM LEADERSHIP

REALISING THE AMBITION OF AN INTEGRATED HEALTH AND SOCIAL CARE SYSTEM THAT WILL CONTRIBUTE TOWARDS A PROGRESSIVE AND HEALTHY SOCIETY FOR OUR CITIZENS LIES AT THE HEART OF OUR COLLECTIVE ENDEAVOURS.

THE NHS NWLA HAS A DEFINED ROLE IN SUPPORTING LEADERS THROUGHOUT THE SYSTEM, INCLUDING CITIZENS, AND WE ARE TESTING AND EXPLORING A RANGE OF DIFFERENT APPROACHES TO ACHIEVE THIS VISION.

The diagram below shows how the NHS NWLA is developing new interventions and ways of working to further enhance place-based and inclusive system leadership at all levels to improve population health.

	STRATEGIC AIMS	STRATEGIC APPROACH	TYPES OF INTERVENTION
VALUES	BUILDING LEADERSHIP FOR INCLUSION	CREATING THE CONDITIONS FOR INCLUSIVE LEADERSHIP TO FLOURISH IN PLACE FOR THE SYSTEM	BESPOKE TARGETED SUPPORT FOLLOWING DIALOGIC INTERVENTION
VISION	DEVELOPING SYSTEMS AND PLACE-BASED LEADERSHIP AT ALL LEVELS TO SUPPORT POPULATION HEALTH	TO CONNECT OUR NETWORKS AND LEADERS TO ENABLE GREATER COLLABORATION AND SHARING	SPACE TO SENSE-MAKE, CO-CREATE NEW KNOWLEDGE, AND SUPPORT WORK 'IN PLACE'
MISSION	SHAPING AND DEVELOPING INCLUSIVE AND SYSTEMS-FOCUSED TALENT MANAGEMENT AND SUCCESSION PLANNING	TO DEVELOP CAPACITY AND CAPABILITY	SUPPORT AND DEVELOPMENT TO ENABLE NEW WAYS OF WORKING

COMMUNITIES OF PRACTICE TO SUPPORT SYSTEMS LEADERSHIP

LOOKING FOR SPACES TO CONNECT ACROSS BOUNDARIES, SHARE KNOWLEDGE AND LEARN TOGETHER...

You have told us there is a need for more open, informal spaces to connect with others inside and outside of professional groups, organisations and localities.

Talent Management, OD and Inclusion practitioners in particular are keen to build and nurture links across their respective specialisms.

There is also a call for forums that are inclusive of both citizens and professionals working in the public and voluntary sector. People are seeking new settings to discuss and learn more about issues that matter to them in the shared pursuit of improving population health and wellbeing.

WORKING WITH YOU TO CREATE THE CONDITIONS FOR EMERGING COMMUNITIES OF PRACTICE...

There has never been a more important time for us to support you in finding the right kinds of spaces to enable you to progress your thinking and practice. We are currently working with North West Employers to commission an offer aimed at creating the conditions for 'communities of practice' (CoP) to emerge and evolve across the system.

WHAT ARE 'COMMUNITIES OF PRACTICE'?

CoPs is a term used to describe groups that come together around a common area of interest and activity[2]. Members of a CoP negotiate, learn and make sense of their joint activity, developing shared knowledge and resources through sustained, social interaction. CoPs are not bound by formal, institutional structures and often operate across organisational boundaries.

As CoPs are self-managing and self-organising groups that set their own agendas, our role is to create the conditions for their emergence and development. We are working towards identifying and connecting existing CoPs, and developing the technological and social infrastructure needed for them to flourish. This ambition is in line with the objective of "extending and linking relevant communities of practice" to support leadership and talent development outlined in the 'Developing People - Improving Care' Framework.

"WE NEED TO GATHER THE KNOWLEDGE, EXPERIENCE, EXPERTISE AND WISDOM THAT ARE PRESENT EVERYWHERE IN THE SYSTEM. WE NEED TO COME TOGETHER WITH COMMON PURPOSE TO DISCOVER THE NEW PRACTICES FOR THE FUTURE, AND THE PROMISING PRACTICES ALREADY UNDERWAY. COMMUNITIES OF PRACTICE CAN BE A SUPPORTIVE CONTAINER FOR THIS CHALLENGE"
MYRON ROGERS, 2016[1]

If you are interested in speaking with us about this emerging piece of work please contact us at **nwla.info@nhs.net** or phone us on **0161 625 7348.**

1 Communities of Practice for System Leadership, 2016. NHS London Leadership Academy http://www.londonleadershipacademy.nhs.uk/sites/default/files/Communities%20of%20Practice%20Primer%20KSS%20LLA_v1.pdf

2 The term originates in work by Etienne Wenger and Jean Lave, and was further developed in Wenger's later work.

3 http://www.centreforwelfarereform.org/uploads/attachment/402/the-trouble-with-personcentred-planning.pdf

CITIZEN TALENT

CoPs aim to support the connectivity of work as close as possible to 'place', enabling people to work together in a different way to progress thinking and translate ideas into practice. The NHS NWLA has provided grants to fund activity that supports evidence-based and experimental work across the system.

Sharing what's important to you

Gail Mann and Heulwen Sheldrick, Clinical Leads at Bridgewater Community Healthcare NHS Foundation Trust, share below how their 'Expert in Me' project, partially funded by a 2016/17 NHS NWLA grant, has advanced their thinking about patient-centred care and recognising the 'talent' within our communities. This project is making great strides in developing a model for improving citizen involvement in their own care and in wider service design. They are working collaboratively across agencies to deliver services more attuned to citizens' needs.

"'Expert in Me' is a network of people who live and work in Warrington, who want to promote better (i.e. more equal and effective) health and care conversations. We have set out to recognise the talents of all in the community (formal and informal, employed staff and citizens), with the

Exploring different views and values

understanding that we are all 'citizens', in order to create the conditions for a purposeful (and often difficult!) shift in mind-set. We aim to move from delivering healthcare to people, to delivering healthcare **with** *people – a subtle, but significant change.*

'Expert in Me' Coffee Morning

John O'Brien, a pioneer of person-centred planning describes a 'veil of indifference' which is created by and exists between the ordered systems designed to provide healthcare, and the 'lifeworld' of the citizens served by that system[3]. He says we need to actively lift the veil to work in truly person-centred ways. With Expert in Me, our purpose is to effect change by raising awareness of the benefits of better healthcare conversations for citizens and practitioners. We have stepped to the edge of the system, orbiting our approach around the lived experience and perspectives of those on the receiving end of services and looking to connect with all and any partners who identify a shared purpose.

Accepting that true citizen involvement takes work (partially due to this 'veil of indifference') has enabled us to develop new relationships with community representatives. Through collectively exploring our different perspectives in an encouraging, patient, respectful, and challenging manner, these relationships have already provided a richer understanding of necessary service developments. Crucially, this open mind-set ensures we don't lose sight of what is important to and for the people we serve."

Gail Mann and Heulwen Sheldrick, Bridgewater Community Healthcare NHS Foundation Trust

WANT TO UNDERSTAND MORE ABOUT HOW TO CREATE CONDITIONS FOR SYSTEM LEADERSHIP? WE HAVE BEEN INSPIRED BY THIS ARTICLE FROM PETER SENGE ET AL:

HTTPS://SSIR.ORG/ARTICLES/ENTRY/ THE_DAWN_OF_SYSTEM_LEADERSHIP

# SHAPING THE INCLUSION STRATEGY FOR THE NORTH WEST

EXCITING TIMES AT THE NHS NORTH WEST LEADERSHIP ACADEMY AS WE SHAPE OUR NORTH WEST INCLUSION STRATEGY IN COLLABORATION WITH YOU AND OUR PARTNERS

In July 2017, we held a hugely successful one-day event in Manchester, which set the scene for Inclusion in the region and brought together a range of colleagues from across the health and social care landscape. The session allowed us to reshape our collective approach to driving forward equality, diversity and inclusion across the local health and care systems.

Ian Mello, Senior Facilitator - Inclusion, facilitated the session, providing a real sense of passion and commitment, as an advocate of inclusive leaders across the region. We engaged with and learnt from each other, discussing real world examples of positive change and new ways of thinking.

"We have the ability and talent to bring organisations together; to forge new relationships across diverse boundaries using innovation and embrace co-production at a more localised level. We all need to demonstrate leadership that is both inclusive in the broadest sense of the word and set a new narrative with the patient, citizen and carer."

IAN MELLO
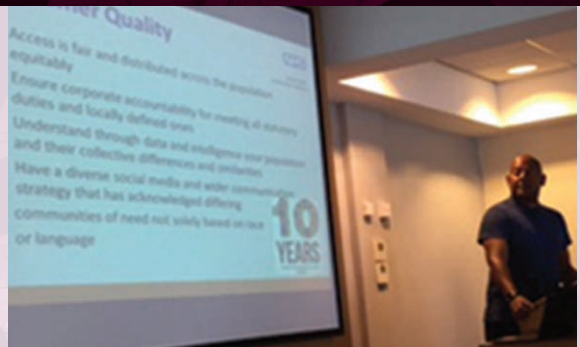
Ian gets things started

We received excellent feedback, giving us insight into how our Inclusion leads want to work with us to move forward on this agenda.

" Looking forward to the next conversation "

" A great start for putting EDI on the agenda, lets carry on "

" Meaningful conversations with colleagues/Board/people "

" Encourage the right discussions locally, mainly the impact at the right time "

" Keep listening, questioning and challenging "

" Very well organised and facilitated, interesting conversations "

Engaging in conversation

EVALUATION FEEDBACK FROM THE EVENT
TOP THREE THEMES:

01 Disruptive thinking/"break more rules" - Our participants were keen on collectively voicing the need to move away from the status quo, being more positively "rebellious" and causing disruption to shift change in thinking which would lead to change in actions

02 Lived/learned experience – aligned well to the Building Leadership for Inclusion (BLFI) National Inclusion Strategy which supports the importance of learning from lived experience and allowing for voices to be heard

03 Networking/collaborative working – Understanding the importance of networking beyond own organisations and across system to encourage partnership and collaborative working/sharing ideas and best practice

Strategy taking shape
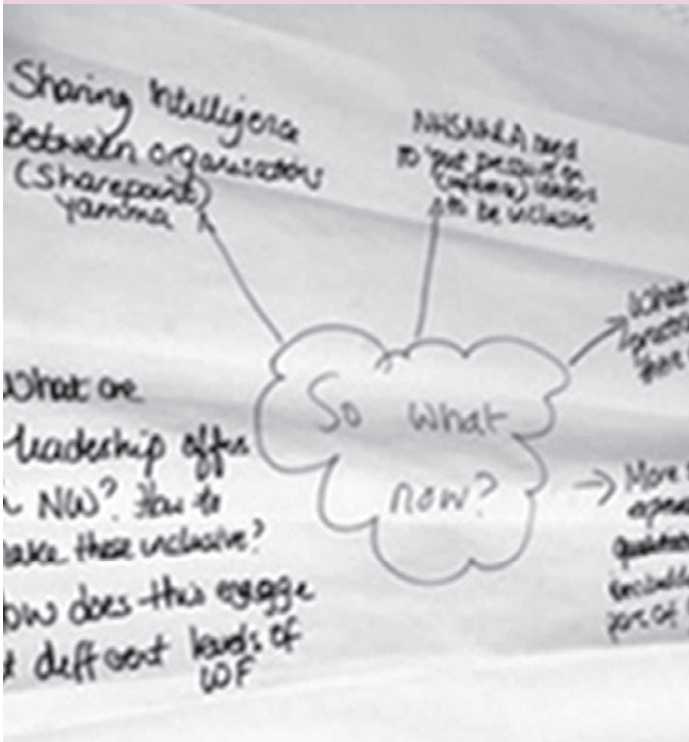
SO WHAT NOW?

Keen to keep the momentum going and ensure this is not 'another talking shop' we are already working on developing a draft inclusion framework and strategy from the outcomes and feedback of the event.

We want this to be dynamic and flexible whilst also entailing some benchmarking or audit aspect so it's not just a document that can be read and left on the shelf!

STRATEGY DEVELOPMENT

- WHAT DOES THIS MEAN FOR KEY LEADERSHIP ROLES AND BEHAVIOURS AND LEVELS?
- HOW CAN COMMITMENT BE DEMONSTRATED AND MEASURED?
- ARE EXISTING PLANS AND POLICIES FIT FOR PURPOSE?
- WHAT ROLE DOES THE INCLUSION AGENDA PLAY IN WORKFORCE PLANNING; OPERATIONAL PLANS?
- HOW DOES THIS FEATURE IN OD STRATEGIES?
- HOW CAN WE ENSURE THAT THERE IS A CENTRAL REQUIREMENT FOR CITIZEN INPUT INTO THE FRAMEWORK TO TRIANGULATE THE ORGANISATIONAL NARRATIVE?

To ensure an inclusive approach and allow all those interested to contribute to the strategy/framework, we will be 'working out loud' and encouraging people to get involved via social media as well as usual communication channels.

We will be asking you to share the draft strategy/framework across your networks, and yes, challenge us and disrupt our thinking!!

If you would like more information or would like to get involved, please get in touch @**NHSNWLA** or **nwla.info@nhs.net.**

TALENT MANAGEMENT IN A

"Systems can be defined by the people working within them and by the people working outside them. Some systems will have been working collaboratively for years, and some will just be starting to form relationships"

NHS IMPROVEMENT, 2016 [1]

There is a general consensus that our healthcare leaders will need to work differently in the future, taking on a multitude of novel roles and relationships that traverse and reconfigure traditional organisation and service boundaries (Kings Fund, 2014)[2].

We have been working with a consortium of development providers to engage colleagues across the breadth of the public sector to identify some of the behaviours that will be vital to realising the vision of a more integrated health and care system. This work underpins our ongoing efforts to support aspiring and senior talent to become successful system leaders, able to flourish in these dynamic, complex environments.

Our 'cross-sector' event in late June kicked things off when stakeholders from across the public and third sector came together to explore system leadership behaviours. Animated by common socio-political drivers to forge greater cross-sector collaboration and integration, participants began the day by co-creating 'rich pictures' of population health and care systems for the future. These images illustrate the different elements and inter-relationships that might constitute 'the system', from various community groups and social networks to

Co-creating a vision for the future

specific organisations, roles and resources. The rich pictures thus provided a shared, visual 'definition' of the system to work with in the ensuing discussions.

Participants then explored and prioritised the kinds of leadership behaviours needed to pioneer, shape and navigate these systems to deliver our shared ambition of improving population health and wellbeing.

Discussions were vitalised by the diverse array of experiences, viewpoints and roles in the room, reflecting on both enabling and obstructive behaviours across the public sector. Opportunities for, and challenges to, nurturing system leadership were debated, and participants probed the strengths and weaknesses of a range of models and frameworks currently in use within and across the multiple sectors.

Thirteen key behavioural themes for effective system leadership were identified as a result of this event ranging from 'building trust' to leaders who are prepared to 'do things differently'.

An example of one of the rich pictures

DYNAMIC SYSTEM

In line with our original aim of gathering a broad range of views, we have since been running an online 'crowdsourcing' phase to invite further participation and discussion on these themes.

THIRTEEN KEY BEHAVIOURAL THEMES FOR EFFECTIVE SYSTEM LEADERSHIP FROM THE CROSS-SECTOR EVENT

The response to this phase of the project has been fantastic. People have been voting and commenting on the key themes, adding in their own, and engaging in ongoing discussion and critique online and in social spaces. With 'authenticity', 'co-creation and collaboration' and 'relationship-building and advocacy' garnering the highest number of votes, we are now busy analysing the rich qualitative data captured in the online discussions.

As this project progresses, we will continue to 'work out loud' with you wherever possible, sharing the evolving discussion and debate so that everyone is able to access and build on this approach.

The emerging findings will help us to identify what we need to be paying attention to in leadership development, and how best to support our aspiring leadership talent to develop the behaviours needed to successfully navigate and forge constructive connections across the system.

We are interested to see what develops "in place" and how this work complements local, regional and national developments including the regional talent boards (RTBs) that are proposed for each of the four regions of the UK.

Is your local system collaborating on talent management and have you got some promising practice to share?

We are working with the network of Local Leadership Academies and will be offering a grant for action research to aid the spread of this approach.

Please do stay in touch and continue to share your thoughts on Twitter using **#transformtalent**

1 https://improvement.nhs.uk/uploads/documents/In_It_Together_vFF_v2.pdf
2 https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/system-leadership-october-2014.pdf

IS THERE O WITH D?

THE TRANSFORMATION OF OD INTO SYSTEM DEVELOPMENT

The transformation towards new ways of working from 'health' to 'health and social care' requires subtle yet crucial shifts in thinking from working 'for the patient' to 'for the citizen' or re-aligning professional identities from the 'organisation' to the 'system'.

There is a recognition that the language and stories our leaders use to describe transformation is crucial in creating the shared purpose, narrative and drive behind the change. In a recent conversation regarding developing a system-wide OD strategy a reflection back to us was '[I'm] not convinced there is an O to D'.

This is by no means negating the importance of the founding values of OD or those working to apply them within organisations. It is about recognising the current climate of organisational transition and balancing the consideration of the system from an organisational perspective. The transformation of OD into system development is certainly making us question whether there is still an O with the D and importantly, what does working at a system level mean? We know that developing a dialogic mindset can help use of self in complex environments, which we are reflecting in our own practice.

SUPPORTING OD PRACTITIONERS TO IDENTIFY SYSTEM PRACTICE:

In previous Leader editions we have shared learning from a pilot in the North West which is striving to create a process by which OD professionals can claim competence of working at varying levels within the system. The ethos of this project is to be asset based and to look to learn from those already working in the system about what constitutes working at a system level and how we can provide a process for claims to be evidence based and validated. What we are learning so far is:

Sharing learning throughout the process helps understanding of the breadth of evidence considered to be reflective of systems working and therefore potential examples to feed wider development

Participants are being encouraged to reflect on the shift in mind set and behaviour working at a system level is requiring of them from working at an organisational level and the rationale or reflection on this is important in demonstrating system level thinking and approach

Technology is an important asset in ensuring conversations can continue despite not being geographically together enabling connections between practitioners across the region

"TRANSFORMATION REQUIRES MOVING PURPOSEFULLY INTO THE UNKNOWN. AND ALL WE CAN RELY ON IS THAT WE WILL BE SURPRISED."

MICHAEL CISZEWSKI

NATIONAL OD PRACTITIONER CLAIMING PRACTICE PROGRAMME:
"ARE YOU SYSTEM OD READY?"

Following our regional pilot, the NHS Leadership Academy and NHS Employers are working in partnership to scale and spread the model. The ambition of this project is to empower the OD community to be capable in all aspects of OD practice to meet the transformational challenges head on. 28 OD practitioners from the North West are on the pilot. The process builds in the Organisation Development Network (ODN) 'Global OD Practice Framework' which is outlined in the diagram.

GLOBAL OD PRACTICE FRAMEWORK
(ORGANIZATION DEVELOPMENT NETWORK, 2016)

Do OD Organisational Development — *Putting Theory into Practice*

PLACE BASED OD: THE PLACE TO BE!

Do OD are exploring **'place based OD'** and are having conversations with the OD community from which a narrative is being created **'what is'** and **'what if'** and looking to answer **"what does placed Based OD mean?"**

GET IN TOUCH WITH **@NHSE_DOOD** OR EMAIL **DO.OD@NHSEMPLOYERS.ORG** TO BE PART OF THE CONVERSATION.

WHAT IS HAPPENING IN PLACE IN THE NORTH WEST?

We are designing the grants process for this year to support organisations and systems with systems OD, leadership, talent management and ED&I. Here is a short example of the early outcomes from the OD&I Grant process last time that is having an impact on the Wirral to whet your appetite.

WIRRAL COMMUNITY NHS FOUNDATION TRUST —CREATING SPACES FOR DIALOGUE, SENSE MAKING AND COLLABORATION THROUGH A COACHING CULTURE PROGRAMME

Wirral Community Trust utilised their OD&I grant to implement a coaching culture programme for 70 managers linked to developing core skills from these new frameworks through adopting a coaching approach. There was a clear shift in thinking and leadership style between pre-training analysis and post-training evaluation for attendees. Participants displayed behaviours linked towards a collaborative leadership style, which included moving away from 'fix everything' mentality to "encouraging goal setting conversations that raise awareness (which) could liberate colleagues to find their own solutions and take greater responsibility and ownership of issues". The first cohort of the programme have gone on to volunteer to support colleagues within future cohorts through the facilitation of coaching 'trios', encouraging the initial development of a coaching culture within the organisation.

Watch out for more news on the upcoming grant process! For more information contact please contact us directly at **nwla.info@nhs.net / 0161 625 7348** or tweet us **@NHSNWLA**

SUPPORTING OUR EMERGING LEADERS
AS THE WIDER ENVIRONMENT FOR HEALTH AND CARE LEADERSHIP IS SHIFTING, IT'S TIME FOR US TO REFRESH WHAT WE'RE OFFERING TO EMERGING LEADERS.

UNDERSTANDING THE CONTEXT

Earlier this year, we funded two activities to inform our thinking:

The first was a project led by NHS Graduate Management Training Scheme (GMTS) trainees to identify how managers can support emerging leaders; the second was a networking event for managers and mentors to explore their needs in identifying and nurturing emerging leaders.

EMERGING LEADERS NEED TO:

- be challenged and stretched by having authority and accountability;
- be supported with networking and exposure at all levels, to clinical and non-clinical activity, across the health and care system;
- know that it's OK to fail and get support to learn from failure;
- be exposed to, not protected from, the realities of leading in health and care;
- connect to emerging leaders with all routes to leadership.

MANAGERS AND MENTORS NEED TO:

- share and learn from each other, through informal as well as formal channels;
- have a support community where they can explore challenges, test ideas and share good practice;
- be enabled to progress their own development;
- stay informed of current thinking and opportunities, for themselves and the emerging leaders whom they manage or mentor.

LOCALISATION OF THE MARY SEACOLE PROGRAMME

The Mary Seacole Programme is one of the NHS Leadership Academy's flagship core programmes, aimed at those looking to move into their first formal leadership role or those new to first-time leadership.

THE NHS LEADERSHIP ACADEMY (NHS LA) HAS RECENTLY CREATED A LOCAL LICENCE MODEL WITH A NUMBER OF KEY BENEFITS:

- Programme facilitators are trained locally therefore increasing capacity to deliver to a higher numbers of participants within the local system.
- Localisation creates a community of hosts, facilitators and participants who will support each other in their leadership journeys.
- The participant cost is reduced from £995 (NHS subsidised rate) to around £150 so the programme will be more accessible to our emerging leaders.

We see this as a real opportunity in the region and and we are therefore purchasing three licences, one for each STP footprint here in the North West. Host organisations within the footprints will take the lead in delivering key aspects of the programme, from recruiting facilitators and participants to delivering and evaluating cohorts.

We were delighted by the level of interest and the response from our members to assess demand and agree who will host and facilitate.

MARY SEACOLE LOCALISATION IN THE NORTH WEST

HOST IN CHESHIRE AND MERSEYSIDE:

Royal Liverpool and Broadgreen University Hospitals NHS Trust

karen.mattson@rlbuht.nhs.uk

HOST IN LANCASHIRE AND SOUTH CUMBRIA:

Lancashire Care NHS Foundation Trust

maggie.blair@lancashirecare.nhs.uk

JOINT HOSTS IN GREATER MANCHESTER:

Central Manchester University Hospitals NHS Foundation Trust

stacy.bullock@cmft.nhs.uk

AND

University Hospital of South Manchester NHS Foundation Trust

bethany.darbyshire@uhsm.nhs.uk

If you would like to find out more or register your interest, your host would love to hear from you.

NHS GRADUATE MANAGEMENT TRAINING SCHEME

It's that time of year again!
Welcome to the 16 new trainees who have just joined GMTS in the North West and good luck to the trainees who are moving into their first post-GMTS roles (more about this in the next edition!).

We had almost 130 bids for just 30 placements!! Well done to the lucky few who have been allocated trainees.

We're looking forward to working with trainees and their managers to develop the next cohort of emerging leaders supported through GMTS.

WHAT'S NEXT?

All these themes and activities sit alongside the increasing role that apprenticeships will play at every level and our commitment to talent identification within organisations and STP footprints.

The NHS NWLA's Regional Emerging Leaders Steering Group (RELSG) is a perfect vehicle for driving our emerging leadership agenda.

To build on the work we've already undertaken, our learning from new activities like Mary Seacole localisation, the energy and drive of our talent management and leadership communities and the expertise of the cross-sector organisations with which we work, we are planning a visioning event which will explore, shape and connect the future of the emerging leadership agenda.

We want this to be a wide-reaching and truly inclusive event – so if you are an emerging leader or have a role in or passion for spotting and developing our next generation of leaders, please get involved. This full-day event will take place on **13 November 2017** and promises to be informative, activity-packed and thought-provoking.

Save the date, look out for more information in the coming weeks and let us know through Twitter or by emailing **nwla.info@nhs.net** if you want to get involved.

COACHING AND
MENTORING OUR JOURNEY
LOOKING BACK AND MOVING FORWARD

With our 10th Year Anniversary in full swing, we wanted to use this opportunity to take a special look at the journey our coaching and mentoring schemes have taken over the past few years and look at where we're moving forward to next.

Have you got a memory of Coaching and Mentoring from the last 10 years? We'd love to hear your stories and experiences on our anniversary hashtag #PROUDx10. @NHSNWLA

LOOKING BACK

The NHS North West Mentoring & Coaching Scheme was introduced in 2004 & 2007 respectively. Its aim to support our member organisations to develop leadership capability at all levels, enabling leaders to deliver safe, compassionate services and to improve population health.

The NHS NWLA has sought to pioneer, embed and mainstream inclusive coaching and mentoring interventions throughout the health and care system to stimulate and support our diverse leadership talent to be responsive to the current health and care climate.

Benefits of Coaching & Mentoring - The benefit of developing the coaching and mentoring schemes within organisations is widely recognised and is seen as one of the most powerful and cost effective ways of developing individual and organisational performance. In 2014 the NHS NWLA undertook a major review of both our mentoring and coaching schemes as we

were aware that there are many synergies between the two. Acknowledging these similarities and differences has enabled us to align, where appropriate, maximising opportunities and making best use of our resources on behalf of our members.

That impact from both coaching and mentoring can be tangibly measured in terms of improved staff engagement, patient experience, service improvements, growing individual skill and confidence. It is widely recognised that establishing and embedding a coaching culture improves personal performance and organisational success while delivering more effective outcomes for patients and service users.

KEY FACTORS IN THIS INCLUDE:

- Developing people at all levels and bridge the gap between potential and performance
- Engage people to take personal responsibility, innovate and establish new ways of working in line with organisational values

CURRENT MEMBERS OF THE COACHING & MENTORING HUBS:

OVER **1100** COACHES AND COACHEES | OVER **3000** MENTORS AND MENTEES

THOUSANDS OF INDIVIDUALS ACROSS THE NORTH WEST CURRENTLY ACCESS THE COACHING AND MENTORING HUB, WITH OVER A HUNDRED NEW USERS EVERY MONTH — GET IN TOUCH TODAY TO FIND OUT MORE

MOVING FORWARD

A new system and more inclusive approach to Coaching and Mentoring

Our brand new NHS NWLA Coaching and Mentoring Hub was launched at the end of May 2017 and already users have begun to see the difference in the way they can access and manage coaching and mentoring. Supporting users to search for and match to mentors and coaches more effectively, enabling the ability to register onto upcoming CPD events and share resources. Feedback has been very positive and we have seen an increase in hub

OCTOBER 2017:
COACHING AND MENTORING 10 YEAR ANNIVERSARY MONTH AND AUTUMN NETWORK LEARNING EVENT

We have recently confirmed our forthcoming 17/18 **Coaching and Mentoring Autumn Network Learning Event,** which will be held at the **Aintree Racecourse on Friday 27th October 2017** (also celebrating National Mentoring Day!).

We are already booking up fast but to ensure you confirm your place for the day access your account via the **coaching.nwacademy.nhs.uk/** or the **mentoring.nwacademy.nhs. uk/** and click on the events tab to register for the day.

As part of our 10 year anniversary campaign, each month is dedicated to a different topic and we are excited to announce October 2017 will be Coaching and Mentoring! Our team are thrilled to be taking over Twitter to bring you the latest thinking on coaching and mentoring, activities, articles and blogs. If you have ever been part of a coaching or mentoring relationship, join in and share with us your stories and thoughts.

CALIBRATION
ENSURE OUR OFFER IS INCLUSIVE & DIVERSE

COLLABORATION
TO IMPROVE ACCESS & NURTURE THE MATURITY OF THE OFFER

CO-CREATION
IMPROVED RECIPROCITY BETWEEN THE NWLA & MEMBER ORGANISATIONS

activity and new relationships formed. Make sure to check it out yourself via our website - www.nwacademy.nhs.uk/ coaching-mentoring

With the support from our Coaching & Mentoring Champions, we also have opened access to the system to allow potential coachees to seek coaching via the scheme through their internal coaches within their organisation. Having also aligned to the European Mentoring & Coaching Council (EMCC) guidelines on requirements to be a coach on our scheme this allows an approach to coaching which supports our vision of developing an inclusive coaching and mentoring culture across the North West. The next steps would be to look at

developing cross sector coaching and mentoring opportunities and maximise developing systems thinking. There will continue to be available opportunities through the Interchange programme, our joint venture with North West Employers. To find out more information about this please access here – www.nwemployers. org.uk/what-we-do/networking-and-connecting/interchange-2/

Our future focus for the development of Coaching & Mentoring in the NHS NWLA and the hotspots for reflection by the academy and its members are demonstrated above in the 3 C's

CALIBRATION
COLLABORATION
CO-CREATION

UPCOMING KEY DATES
COACHING & MENTORING ACTIVITIES

One of our BRAND NEW features for the Coaching and Mentoring Hub is a new events tab which can be located within your profile.

This tab will contain details of all our upcoming events where you can book onto exclusive CPD events as a scheme member.

AUTUMN NETWORK LEARNING EVENT

Coinciding with National Mentoring Day, our Autumn Network Learning Event, this will be held at the Aintree Racecourse on Friday 27th October 2017.

COACHING AND MENTORING CHAMPIONS TRAINING

Our most recent Coaching and Mentoring Champions Training Session took place on the 14th September but these are regularly run throughout the year. Please contact us for further information on our Coaching and Mentoring Champions network.

MENTOR DEVELOPMENT DAYS AND MENTEE AWARENESS SESSION

We will continue to have our monthly Mentor Development Days and quarterly Mentee Awareness Sessions throughout the year; regions are rotated regularly so there will always be one for you.

COACHING SUPERVISOR TRAINING AND COACHING REFRESHER WORKSHOP

If you are interested in becoming a trained coaching supervisor to support coaches across the North West region or are a trained coach part of our North West Coaching register who wishes to refresh and update their skills. Please express your interest to us via the contact details below.

TO **FIND OUT MORE** ABOUT BOOKING ONTO ONE OF THE ABOVE EVENTS PLEASE CONTACT US AT **NWLA.COACHINGANDMENTORING@NHS.NET**

UNDERSTANDING THE IMPACT OF LEADERSHIP DEVELOPMENT ACTIVITY

THE JOURNEY SO FAR

At face value the word evaluation doesn't always create a buzz of excitement. However, put another way as understanding impact and effectiveness, it helps to emphasise its importance as we seek to ensure the best use of public money.

With a long history of evaluating our interventions, we have taken the opportunity to refine our approach using the Leadership Development Evaluation Framework, jointly developed between the network of Local Leadership Academies and the NHS Leadership Academy.

It has been an interesting and insightful journey to pilot and refine. Together we have undertaken a systematic evaluation of a range of leadership development interventions to understand their impact.

SO WHAT DOES THE FRAMEWORK DO?

In essence the framework offers a structure in line with the Kirkpatrick model of evaluation (see www.kirkpatrickpartners.com for more information). It is built around four key elements and provides a structure for considering outcomes and measures from an individual to system level.

PLAN

GATHER EVIDENCE

REFLECT & REPORT

SHARE & LEARN

EVALUATION APPROACH
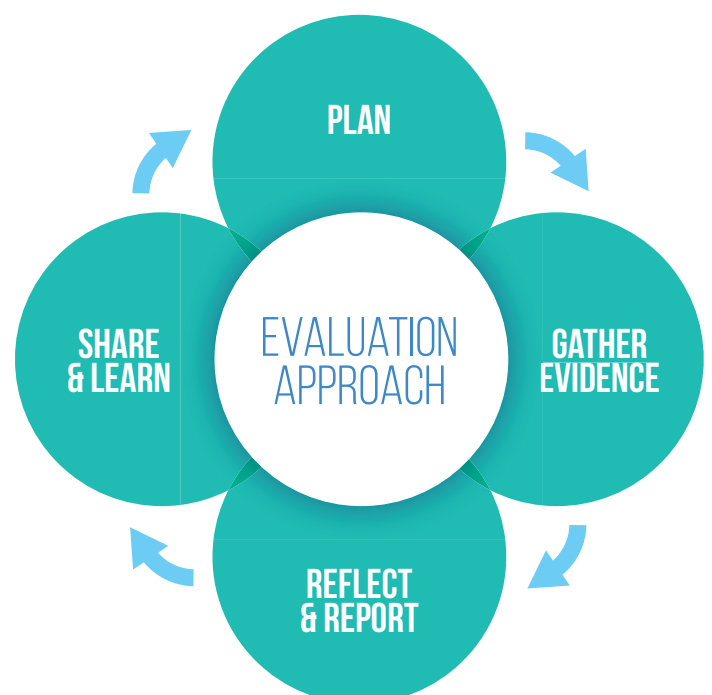
WHAT HAVE WE LEARNED LOCALLY?

In 2016/17 we submitted evaluations for: system leadership grants, network learning events, masterclasses, the Leadership for Integration (L4I) programme, coaching and mentoring activity, as well as GMTS events and the i2i programme. Here are some highlights:

THE I2I PROGRAMME

Participants reported a positive impact on sense of self, confidence, resilience and ability to influence, inspire and drive strategic change. They highlighted an increased sensitivity to, and flexibility towards, the needs of the audience when telling their story and the use of a diverse range of tools and techniques to successfully get their message across.

L4I

Evidence suggests that the programme had a catalytic impact for participants; raising awareness of the importance of integration and the opportunities it brings, as well as exposure to fresh insights and innovations from other systems. Increased exposure through elements of this programme directly influenced the shape of locality transformation projects.

STRATEGIES FOR INCREASING PERSONAL IMPACT

Pre and post measures showed an increase in participants' confidence in their ability to 'step up' to the next level in their leadership journey, as well as improved insight into the barriers to progression. Participants reflected increased understanding of the 'inner critic' and tools and techniques to boost self-belief.

SYSTEM LEADERSHIP GRANT

In a case study update from one grant recipient, multiple bespoke interventions have reported enhanced leadership skills across the target audience, strengthened networks and enabled the delivery of strategic change that has improved service delivery.

COACHING TRAIN THE TRAINER

Individuals reported enhanced confidence in their ability to deliver coaching skills programmes and in their own coaching practice. Participants report a greater appreciation within organisations, of the value of coaching as a cultural norm. There is also greater organisational recognition for a strategic approach to developing an organisational coaching culture. Increasing internal capacity and capability to develop coaching skills was also recognised to reduce the need to use external providers, so contributing to QuIPP/ CIP targets.

AND AT A NATIONAL LEVEL...

A recent "deep dive" into the first 35 evaluations submitted nationally was carried out by Lyndsay Bunting, Deputy Director, East Midlands Leadership Academy. It found that:

- There was clear evidence of interventions having an impact at the individual level, particularly in terms of confidence
- Participants have taken away key messages and learning in line with the aims of the programme or intervention
- There are sound skills in data collection and use of quantifiable methodology throughout the evaluations

AND WHAT MIGHT WE IMPROVE?

Nationally there was good evidence of individual level learning, the cumulative evidence indicated:

- More consistent evidence of the application of skills would be helpful to establishing the impact of leadership development
- More emphasis on organisational performance measures and qualitative evidence of impact and meaning, in collaboration with participants and organisations, would also enhance outcomes further

This year's evaluations will focus more deeply on understanding organisational and system level impact and we will continue to share at a national level.

There is growing interest in the data that we are collecting with plans for both the framework and insights from the information gathered to be published for wider readership.

WE ARE INTERESTED IN YOUR VIEWS:

What evaluation methods have you experienced or employed to understand the impact of leadership development activity? Share your thoughts @**nhsnwla** or via **NWLA.info@nhs.net**
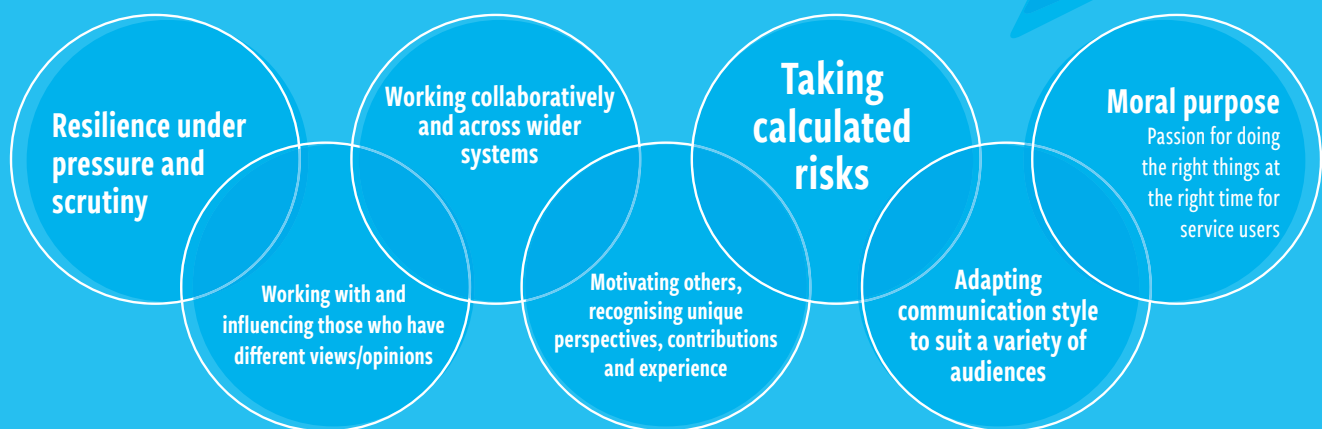
PLATFORM FOR TRANSFORMATION LEADERSHIP PROGRAMME

COMING SOON!

Following on from our hugely successful Centre Stage and i2i - Impact Inspire Influence programmes, the Platform for Transformation Leadership programme is on its way to your STP footprint this Winter.

The programme supports leaders to step up with self-confidence, courage, belief and authenticity to enable them to have impact and personal influence to deliver and embody strategic vision and ambitions. We are hearing repeatedly about the need for this type of support given the challenging nature of some of the communications for our leaders across the system.

"ONE OF THE MOST POWERFUL LEARNING EXPERIENCES I HAVE HAD"

"ENCOURAGING, INTERESTING AND INSPIRING"

"THE BEST COURSE I HAVE BEEN ON IN A LONG TIME"

"I FEEL EMPOWERED WITH SELF-BELIEF AND SELF-WORTH"

"A PHENOMENAL PRESENTER WHO ROLE-MODELLED THE APPROACH WE WERE LEARNING THROUGHOUT THE 2 DAYS"

"I CAN SEE THAT IT WILL REALLY INSPIRE AND CHANGE MY PRACTICES"

THE 2 DAY PROGRAMME COVERS AREAS INCLUDING:

- **Resilience under pressure and scrutiny**
- **Working collaboratively and across wider systems**
- **Taking calculated risks**
- **Moral purpose** Passion for doing the right things at the right time for service users
- **Working with and influencing those who have different views/opinions**
- **Motivating others, recognising unique perspectives, contributions and experience**
- **Adapting communication style to suit a variety of audiences**

To express an interest in this programme please email **lucybullock@nhs.net.**