

AUTUMN 2019



Leadership Academy

North West

# LEADER

“AS WE LET OUR OWN LIGHT SHINE, WE GIVE PERMISSION FOR OTHERS TO DO THE SAME.”

**PRERANA ISSAR**

PEOPLE MOVEMENT TOWARDS  
COLLABORATIVE SYSTEM  
LEADERSHIP

AN INCLUSIVE APPROACH TO  
MENTORING

MEMBERS EMBRACE EARLY  
ADOPTION OF THE TALENT  
MANAGEMENT DIAGNOSTIC

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# WELCOME...



## Dear colleagues

Welcome to the latest edition of our Leader newsletter.

It seems two minutes since I was writing the foreword for the last edition, where does the time go? Here we are in autumn, already the nights are starting to draw in and I'm thinking about cosy nights in with the log fire burning. There is something I really like about the seasons, even though it seems they are not quite as distinctive as they might have been at one time. I love the new shoots and new life of Spring, the warmth and long days of Summer, I particularly love the beautiful colours as the trees begin to turn in Autumn and then getting wrapped up and out for a crisp, icy walk as we head into Winter. This cycle happens every year Summer follows Spring, Winter follows Autumn; it is inevitable and as we see the bare trees in Winter we know soon there will be new shoots of green.

I started to think of the cycles we go through in the NHS - many of us will have been part of restructures and moving to new ways of working. We all find ourselves in a transition as we explore together new approaches to health and care, with the development of Integrated Care Systems and Primary Care Networks. NHS Improvement (NHSI) and NHS England (NHSE) have come together, the NHS

Leadership Academy has moved into NHSI, and we have had the appointment of the first Chief People Officer, Prerana Issar, who is now leading the development of the new People Directorate.

Putting people and workforce at the centre of our ways of working is as crucial as finance and governance. Right now teams are working with key stakeholders nationally, regionally and locally to shape and co-create the People Plan, building on the Interim People Plan, ensuring our workforce is equipped to deliver on the ambitions within the Long Term Plan. The NHS North West Leadership Academy is part of this transition; although we haven't moved into NHSI, and remain a Foundation Trust hosted member's model, continuing to operate on your behalf as we have done since 2007. We will align to the ways of working and structures of the other Local Leadership Academies around the country to ensure there is equity and consistency of the national leadership offer. As we wait and help shape the People Plan and understand more about the focus of our on-going work, we transition through and much like the seasons there is inevitability about coming out the other side. What can feel disruptive at first comes right, and we support each other through

and navigate together. Just as the new leaves appear on the bare tree, we find that as we progress, understand the vision and get to grips with the new activity it will bring new ways of working, new developments, new support for our changing world, which is absolutely necessary.

We have just welcomed our new Graduate Management Trainees into the North West and how fantastic to

think they have their whole careers ahead of them and what a wonderful career working in public service is, they are our new shoots, requiring support and nurturing as they progress. In making sense of the emerging system working, we have our System Leadership Behaviour Cards which we find are a vehicle to new and different conversations, developed across public services, read on to find out more.

So as you transition in whichever part of health and public services you sit we look forward to working with and for you, as ever!

Kind regards

Deborah Davis  
Managing Director  
NHS North West Leadership Academy

## NHS LEADERSHIP COMPACT & NHS BEST PLACE TO WORK

North West leaders joined together to co-produce the values and behaviours we expect from NHS leaders to make the NHS the best place to work.

A series of 'NHS Leadership Compact & NHS Best Place to Work' co-creation events are being held in each region this Autumn by the national NHS Leadership Academy. Leaders and teams are being invited from across NHS funded health and social care that represent organisations from all parts of the service.

### A modern leadership approach

The Interim People Plan was published on 3rd June 2019. Within the plan is a commitment to "Undertake a system

wide engagement on a new NHS Leadership Compact that will establish the cultural values and leadership behaviours we expect from NHS leaders, together with the support and development that leaders should expect in return". The new NHS Compact will present a set of leadership behaviours we want all leaders to sign up to and role model.

In addition, the Interim People Plan also states a commitment to make the NHS the "Best Place to Work" by ensuring the NHS is an employer of excellence – valuing, supporting, developing and investing in our people.

### Launching the first regional event

The first co-production round table in the North West saw a diverse mix of senior leaders from across the system engage and inform the development of values and behaviours we want all NHS leaders to sign up to. The event was facilitated by Andrew Foster, Chief

Executive, Wrightington, Wigan and Leigh NHS Foundation Trust and Chair of the Transforming Leadership work-stream, NHS People Plan.



Andrew Foster facilitates the first co-production event in the North West

Developing the Compact and Core Offer will be iterative as co-production occurs in each region. Information was captured from leaders on the day and will be taken forward to inform future events. **Join the conversation or follow the activity on twitter #OurNHSPeople #NHSLeadership**

## CONTACT US

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](mailto:NWLA.info@nhs.net) and follow us on Twitter.

@nhsnwla

# WORKING TOGETHER FOR UNIFIED PUBLIC SERVICES

Leadership and Organisational Development Lead, Sheni Ravji-Smith, shines a spotlight on the collaborative leadership activity evolving in Greater Manchester.

In the Summer 2019 edition of Leader, we were pleased to introduce our three Leadership and Organisational Development (L&OD) Enabler roles. The NHS NWLA funded posts were established to be a critical connection point within each of the three North West footprints, to support and shape local system wide leadership development priorities, in line with the NHS Long Term Plan. The three development experts, working together as a community, will ensure intelligence and learning is shared across patches.

**SHENI RAVJI-SMITH**  
LEADERSHIP & OD PROGRAMME LEAD FOR GREATER MANCHESTER

**DANIELLE COUPE**  
LEADERSHIP & OD PROGRAMME LEAD FOR LANCASHIRE AND SOUTH CUMBRIA

**LISA GREASY**  
LEADERSHIP & OD PROGRAMME LEAD FOR CHESHIRE AND MERSEYSIDE

## WORKING TOGETHER ACROSS PUBLIC SERVICES



In a guest article, Sheni Ravji-Smith, L&OD Lead for Greater Manchester (GM), shares highlights of the emerging work to unify public services in the region.

The NHS NWLA has been a key partner in supporting the strategic vision for system leadership within Greater Manchester. The 'Working Together across Public Services' paper articulates the vision and strategic proposition for leadership across the GM footprint, developed over the past two years.

Working alongside colleagues in the Greater Manchester Health and Social Care Partnership, the Public Service Reform team at GMCA, and partners across the GM, this role is pivotal to the next steps of an ambitious plan to co-produce an Implementation Plan for the 'Leadership and Workforce Offer'.

A broad mix of over 130 colleagues from across the GM public service workforce were invited to attend one of five co-production workshops that took place in September, at various locations across the region, exploring Leadership & Talent, Employment Offer and Workforce Reform. The sessions looked at how we collectively:

- 1. Develop** a clear understanding of what makes a great public service leader in GM
- 2. Deliver** GM-wide leadership programmes running cross sector
- 3. Prioritise** areas of work that could be done once at GM-level for greater impact
- 4. Create** consistency across locally delivered workforce and leadership programmes
- 5. Establish** a unified programme, resourcing and governance arrangements for GM approaches to workforce and leadership developments.

This series of dynamic discussions and valuable contribution of ideas will help co-design priorities and approaches to realise these ambitions. The NHS NWLA System Leadership Behaviours will provide the architecture for the evolving leadership development offer. You can find out more about the System Leadership Behaviours research and product on page 8-9.

In addition to workshops, the team are attending various boards and groups to ensure input and collaboration across the system. We look forward to sharing the results of these rich conversations and GM as a unified public service.



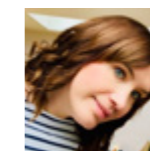
Visit our website for the latest news from the co-production workshops and Leadership and Workforce Offer.

## NEW ROLES TO SUPPORT THE VISION FOR SYSTEM TALENT

To support the development of a talent pipeline, each footprint across the North with funding from Health Education England have appointed a dedicated System Talent Lead. These funded posts will support the scoping of system level talent management in order to develop a strategic work plan for each footprint by March 2020.

In Greater Manchester, Jackie Pratt has been appointed as the System Talent Lead, supporting key stakeholders across the public sector to explore and understand views and aspirations of a system level inclusive talent approach, working closely with peers across the North and as part of the North Regional Talent Board (NRTB) Working Group.

Over the coming months Jackie and the other Talent Leads will be connecting with system colleagues across their footprints to build a picture of 'what good looks like' for talent management in the North; sharing best practice and collating themes.

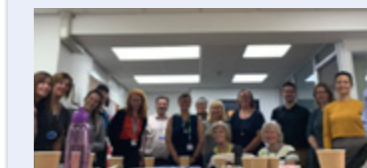


Jackie Pratt, Greater Manchester System Talent Lead:

JACQUELINE PRATT  
@JACKIEMPRATT



"GREAT START TO THE WEEK AT THE GM TALENT COP. SOME REALLY INTERESTING CONVERSATIONS AROUND HOW WE HAVE MEANINGFUL TALENT CONVERSATIONS; REVERSE & RECIPROCAL MENTORING; HOW WE ACTIVATE OURSELVES AS A COP & PROVIDE SAFE SPACE TO CHALLENGE OUR PRACTICE. #GMWORKINGTOGETHER"



*"The first 60 days have been busy with visits to a number of localities and organisations to explore current and planned talent management approaches. A Talent Community of Practice has been activated to bring together a range of colleagues responsible for developing talent management from across the GM system. I'm also working closely with the North Regional Talent Board to ensure that the work of Greater Manchester is linked in with the work taking place across the north region and nationally through the developing People Plan."*

Visit our website to find out more on the System Talent Leads and L&OD Enabler roles in the North West.

In the next edition of Leader, watch out for the feature on the appointed leads based in Lancashire and South Cumbria.

# A COMMUNITY FULL OF CONVERSATIONS AND OPPORTUNITIES

## ORGANISATIONAL DEVELOPMENT IN THE NORTH WEST

In July 2019 the NHS NWLA held its very first Unconference for the North West's Organisational Development (OD) community.

The OD community told us they would value a space to come together North West-wide, to share and learn with their colleagues. Recognising the wealth of expertise and talent across North West OD networks, the NHS NWLA responded by hosting an Unconference. This open-space forum aimed to provide time and space for region-wide sharing of practice, and exploration of challenges and new areas of interest.

What is an Unconference? You could describe it as the "best coffee break ever".

Have you ever been to a conference and found that, despite the experts and keynote speakers, some of the most interesting interactions and most valuable ideas came from the coffee break? An Unconference is a conference without pre-defined topics or keynotes where the expertise is acknowledged as being in the room rather than on a stage. While there is a high-level structure and theme, specific topics are generated by participants and small discussion groups are formed dynamically, based on interest and relevance.



Participants spent time moving around the self-directed groups, exploring the topics suggested. Galvanised by the varied and lively conversations, participants came together as a whole group later in the day to bring their thoughts and reflections to a 'fishbowl' exercise. This

safe space supported colleagues to share their learning, questions and next steps openly with the group. Feedback on the Unconference reflected the value of this open space methodology in creating an environment to have important discussions that may be missed in other forums, and in making connections across the North West.

All flip-charts and outputs from the day are available on our website. These outputs are being used to inform the NHS NWLA's continuing professional development offers for OD colleagues for the remainder of the year. If you have thoughts to share and would like to submit any comments, please send them to [nwla.info@nhs.net](mailto:nwla.info@nhs.net)

*"So I came along today not knowing what to expect but I got so much out of it, more than I hoped. I met and engaged with lots of people, got ideas, shared good practice and the ups and downs of working in OD; the highs and the lows. We talked about some really hot topics from leadership to working across the system, to appraisal, talent; so we covered a whole range of topics...I would recommend it to anybody and also give it a go in your own organisations."*

Jo Moffet, System Talent Management Lead, Healthier Lancashire and South Cumbria ICS

At the NHS NWLA event, delegates came together to shape their OD agenda for the day. Participants were encouraged to 'own the day', putting self-directed learning into practice. In a group discussion, the agenda shaped up quickly with topics suggested that covered a broad range of OD practice, including:

**INNOVATION AND OD • CONNECTIONS, RELATIONSHIPS AND TRUST**  
**LEADERSHIP DEVELOPMENT • ENGAGEMENT, PROGRESS AND CHANGE**  
**ENHANCING KNOWLEDGE ABOUT TALENT MANAGEMENT**  
**BUILDING COACHING STRATEGY AND CULTURE • LEARNING ABOUT**  
**AN 'OUTWARD MINDSET' • STAFF APPRAISAL AND RECOGNITION**

SHENI RAWJI-SMITH  
@SHENIRAVJISMITH



"A FABULOUS GATHERING OF OD FOLK AT TODAY'S #UNCONFERENCENWLA FUELLED BY AMAZING ENERGIES FROM ACROSS THE NW #ODROCKS #NWLAOD"



## HAVE YOU HEARD ABOUT OUR PROGRAMME FOR CHANGE LEADERS?

The System OD and Change Consulting Skills Programme has been designed to support senior healthcare professionals who are working in complex system change. It aims to develop their confidence, skills and mindset to work in a 'change consultant' capacity when engaging in cross-organisation and system level programmes of work. The programme is highly practical and learning can be readily applied between modules. Following successful evaluation and in response to local demand, Cohort 3 of this programme will be starting in early 2020.

If you want to know more or are interested in applying please see our website - [www.nwacademy.nhs.uk/system-od](http://www.nwacademy.nhs.uk/system-od)

## ARE YOU CONNECTED TO YOUR LOCAL OD NETWORK?

Do you have thoughts to share about capability, challenges and opportunities as an OD community?

Our Leadership & OD enabler role colleagues (see pages 4-5) are leading and connecting with local OD networks and working to understand the emerging opportunities, interconnections and challenges. If you are interested in attending one of the network meetings for your area or would like to contribute to this scoping exercise get in touch with the enabler roles for more information. See our website for contact details [www.nwacademy.nhs.uk/od-networks](http://www.nwacademy.nhs.uk/od-networks)

# HAVE YOU USED OUR... SYSTEM LEADERSHIP BEHAVIOUR CARDS?

A practical development tool designed to test and explore leadership behaviours at an individual, organisation or system level in the context of system-level working, these unique conversation cards are flying off the shelves.

The shift towards a system wide approach to address population health requires leaders to work in a different way. A significant system wide piece of research was undertaken in the North West

and tested with a wide range of cross sector colleagues resulting in a deeper understanding of the kinds of behaviours needed to enable effective system leadership across the public sector.

Acknowledging the scale, diversity and complexity of the system and the importance of collaboration and co-creation, the research identified four overarching themes, each underpinned by a series of supporting behaviours. These behaviours are in turn brought to life by a set of indicators demonstrating the kinds of behaviours that enable, and obstruct, effective system leadership.

## CONVERSATION CARDS



The System Leadership Behaviour Cards have been designed as a practical development tool. The set of 13 double sided cards are colour coded by theme; each card describes one of the behaviours and includes three question prompts on the reverse.

The aim is to consider from an individual, organisational and system perspective, how the key themes and behaviours 'play-out'. The questions support conversation and prompt self-reflection in the context of system-level working.

## IN ACTION

System colleagues across the region have been finding innovative ways to utilise the cards in their teams and sharing their feedback. We have been delighted to hear about the varied and creative approaches taken in using this tool.

### NHS Expo

At NHS Expo, Deborah Davis, NHS NWLA Managing Director, and Caroline Chipperfield Deputy Managing Director, NHS Leadership Academy, led a sold out pop-up university session on 'Leadership development for integrated care systems' using the System Leadership Cards to explore behaviours and development for effective System Leadership.



Deborah Davis shares learning from the System Leadership Behaviour cards, proudly reviewed as "the freebie of the conference!"

### Challenging Thinking

Michelle Cox, Deputy Divisional Director of Operations, Integrated Community Services at Bolton NHS Foundation Trust, used the cards in a Winter Planning Meeting. "Prior to the session, the cards were reviewed to identify a powerful question to pose or use as a prompt to challenge thinking. The chosen behaviour was kept in mind throughout the meeting and at the end of the meeting we checked back in to see how we felt we may have achieved this and what more we may need to do."

### Demonstrating Behaviours

Melissa Surgey, Managing Consultant, NHS Transformation Unit told us "These have been a great practical tool to help my thinking around what system leadership means for me, and to me. Whilst there are 13 common behaviours, the prompts on the cards have helped me to acknowledge there is no one way to be a system leader and there are different ways I can demonstrate these behaviours through my own unique (and still developing!) leadership style."

### Strengths Based Assessment

Sharon Adams is Head of Organisational Development for Fylde Coast ICP, part of Lancashire and South Cumbria ICS.

Their '100 System Leaders' pilot programme was developed around the NHS NWLA Systems Leadership Behaviours framework, with leaders attending a development centre and undertaking a 'strengths based' assessment using the tool to help them see what behaviours they were already demonstrating. Leaders then identified a personal and professional development

plan, increasing awareness and to ultimately work more effectively in a system role, now and in the future.



Programme participants at the Fylde Coast 100 System Leaders Celebration Event

### Coaching and Mentoring to support system working

Our Autumn Network Learning Event in October 2019 will utilise the System Leadership Behaviour Cards in an interactive session, exploring what it means to work effectively in systems, and how to incorporate this into coaching and mentoring practice. Find out more on our website [www.nwacademy.nhs.uk/nle](http://www.nwacademy.nhs.uk/nle)

Have you got a story to share? Complete this survey [www.surveymonkey.co.uk/r/systemleadershipcards](http://www.surveymonkey.co.uk/r/systemleadershipcards) or connect with us on social media #systemleadershipcards.

## REQUEST A PACK

The System Leadership Behaviour Cards are available to order via email, please contact [nwla.systemleadership@nhs.net](mailto:nwla.systemleadership@nhs.net) with your request. Visit our website for more information and resources to support your activities.



Visit the website or access via the QR code

## THE CARDS CAN BE USED IN A VARIETY OF WAYS INCLUDING:



**SELF-REFLECTION AND ASSESSMENT**



**AS PART OF LEADERSHIP DEVELOPMENT ACTIVITY**



**BOARD AND GOVERNING BODY DEVELOPMENT**



**AS PART OF DEVELOPMENT CONVERSATIONS**



**TO INFORM PROGRAMME DESIGN AND MORE**



**MEETINGS/NETWORK EVENTS WHEN EXPLORING SYSTEM WORKING AND SYSTEM THINKING**



**IN COACHING AND MENTORING CONVERSATIONS**

# FEATURE ON THE LEADERSHIP DEVELOPMENT FUND

# PEOPLE MOVEMENT

# TOWARDS

# COLLABORATIVE

# SYSTEM LEADERSHIP

As we continue to shine a spotlight on our Leadership Development Fund, we share how an energised, movement of people committed to taking a collaborative, system leadership approach to working on integration of local health and care services has taken root in South Manchester (SM). A participant-led programme of activity focused on building relationships and developing system leadership has led to a number of projects increasing the scale and pace of partnership working across the locality.

## WHAT THEY DID

In 2016, the former University Hospital of South Manchester NHS Foundation Trust (now Manchester University NHS Foundation Trust) and Manchester Community Central (MACC) successfully led an application for a NHS North West Leadership Academy grant. The proposal set out a plan to deliver a series of

interventions to develop leadership skills with a system-focused mind-set, which sought to help participants to build relationships and trust, exchange views and expertise, and start to work collaboratively. The overarching goal was the creation of a “sustainable network of diverse, self-selected teams to deliver a range of collaborative projects which share a locally agreed purpose for community health and social care integration and improvement in SM”.

## TAKING A DIFFERENT APPROACH

The programme aimed to not only support participants to develop an asset-based, collaborative style of leadership, but to enact this form of leadership in designing and delivering the programme of activities. Programme leads began by holding a workshop on the theme of ‘using system leadership to create change’ at which they invited participants to co-produce the future programme of activities.

Individuals actively working on the local integration of health and care services were a key target audience, but the workshop was purposefully opened up to “anyone who was interested” within the community. A non-hierarchical, inclusive approach was taken to support participants to work together and share ownership of the programme. Over 90 people attended the day where they explored common frustrations with current leadership styles and ways of working, and began to develop ideas for the ongoing work.

## A SYSTEM LEADERSHIP PARTY

Participants agreed to pursue informal ways of getting together that utilised community spaces with the next event set up as a “party”. The party successfully established a forum in which people

felt able to contribute ideas and build relationships with colleagues from across the system. Seeds were sown for a number of new system-wide ideas and collaborative initiatives that soon began to take root.

Following on from the party, participants agreed a series of events building on the theme of system leadership that were delivered to over 200 people over subsequent months. Some of the events and activities included:

- Additional ‘Using System Leadership to Create Change’ workshops
- ‘Values-based leadership’ sessions
- “Brew and Biscuits” cross-sector matching scheme linking people up for visits and support
- Ted Talks Cinema Club

## WHAT OUTCOMES WERE ACHIEVED?

After taking part in the programme, participants reported improved levels of confidence in their leadership skills, linked to recognising their own leadership behaviours as demonstrative of ‘system leadership’. This helped them to validate themselves as leaders within organisational cultures that often ran counter to these ways of working; along with an increased sense of confidence in their ability to influence change across the system,

recognising the difference that small changes can make. Comments included greater confidence to “speak up”, “take action”, “be assertive”, and to “try even if they fail” as well as reflecting improved resilience in leading within uncertain, shifting and ambiguous spaces of system working.

Another key outcome was an enhanced understanding of the complexity, breadth and diversity of the wider system, with the opportunity to meet previously unknown “supportive and influential leaders in the local area”. Learning more about the roles, responsibilities and ways of working in the voluntary sector was found to be particularly valuable, underpinning the development of new cross-sector relationships and initiatives. Becoming more attuned to the role of patients and citizens in transforming health and care services was also identified as an important learning outcome.

The creation of a wider “support network” of people that share similar values was considered to be a crucial outcome of the programme. The network was credited with giving people the confidence to practise system leadership and generating an increase in energy, motivation and momentum for forging collaborative relationships. One of the programme leads described the emergence of a “willing coalition” based on a shared sense of community, vision and trust through which partnership working began to take shape.

## WHAT WAS THE IMPACT?

The programme is understood to have “galvanised and catalysed partnerships and projects”, increasing the innovative leadership capacity and capability in South Manchester and accelerating healthcare integration and transformation. Overall, over 100 discrete “place-based” projects are estimated to have come out of the system leadership work, some of which are described below:

- GPs, re-ablement workers, social workers, community therapists, practice managers and community nurses are working together to share clinical experience and discuss opportunities for devising new clinical care models for managing people with complex conditions.
- Care Navigators have joined community nurses and colleagues from the North West Ambulance Service, local befriending schemes and housing providers to explore issues of loneliness and isolation. Community nurses now attend home visits alongside neighbourhood health workers to open up conversations with people about engaging more with their local community.
- Respiratory nurses and staff from Citizens Advice Manchester jointly visit patients about home heating assessments and the impact of cold, damp homes on conditions such as COPD.
- Health, housing and community services have developed stronger links, with a number of projects now progressing that had previously been difficult to get off the ground. For example, health and housing organisations are now working in partnership to address hospital discharge issues.

## SERVICE USER EXPERIENCE

For one service user the system leadership programme has had a profound impact. Through the programme she has built relationships with people from across the health and care system, sharing her experiences as a patient and participant in the system leadership work at a range of different events.

As a result of taking part in the programme she has also informed the re-drafting of integrated hospital discharge strategies and attended an ‘Expert Patient Programme’ training course on which she now volunteers as a tutor. She describes the impact of the programme as giving her a renewed sense of confidence in her everyday life. The system leadership approach has also influenced how she approaches her hospital appointments, seeing herself as part of a team of people working together to improve her health and wellbeing.



Participants of the programme from: housing, the hospital trust, the VCSE sector, local authority, primary care and Manchester Local Care Organisation.

## SHARING THE LEARNING

The success of the SM Leadership Programme has been recognised at a local, regional and national level, with programme leads invited to present and publish their work. The programme is starting to influence a much wider audience about the system leadership approach.

Within the city, the SM ‘neighbourhood partnership’ approach is influencing Manchester Local Care Organisation’s neighbourhood model and additional funding has been provided to share the learning and explore how to implement a system leadership approach in Central and North Manchester.

News continues to spread, with continuing demand for repeat delivery of some of the workshop sessions. There has been a growing number of people registering for the ‘Brew and Biscuits’ cross-sector matching scheme and a number of Ted Talks Cinema Club sessions are scheduled for the coming months.

To read the full case study please visit our website, or follow the twitter hashtag #sysleadershipmcr to find out more.

# NEW COHORT OF NHS GRADUATE MANAGEMENT SCHEME TRAINEES PLACED

Thank you to all our North West organisations who applied to host placements for the 2019 cohort; we appreciate your ongoing commitment to supporting our future NHS leaders in the North West. The 35 North West trainees, who make up the 2019 cohort of the NHS Graduate Management Training Scheme (GMTS), started their first placements in early September.

The newly introduced requirement for ‘whole-life’ partnership bids, covering both the first and second placement, has led to the development of some exciting and innovative system-based placements, across a wider range of organisations than ever before. Take a look at just a few of the ‘whole life’ partnerships who are hosting trainees from the 2019 cohort:



The evolution of GMTS placements in the North West supports future leaders in their preparations for becoming an effective leader in the ever-changing health and social care landscape. The phased expansion sees the introduction of a March 2020 cohort for the first time, which aims to recruit a further 250 trainees nationally, with a focus on engaging existing NHS staff. The expansion also provides a further opportunity for organisations to apply to host a trainee and support the pipeline of talent across the region.

We were delighted to receive a high volume of great quality bids from organisation across the region wanting to host trainees for September 2019, and grateful for all the support from across the system in helping us quality assure these bids. The assurance process for the March 2020 intake is now well underway.

The expansion of the Scheme also brings about an opportunity for the NHS NWLA to work more closely with primary care colleagues. We are delighted to be leading the way this year with the first trainee placements based in primary care networks and expanding the range of system-based placements on offer to North West trainees. NHS organisations from across the North West have been contacted with further details of the bidding process to host a placement for a March 2020 trainee. If you have not received this information or would like further information about this opportunity, please contact us at [NWLA.GMTSNW@nhs.net](mailto:NWLA.GMTSNW@nhs.net)

# AN INCLUSIVE APPROACH TO MENTORING



## USING AN INCLUSION LENS - PARTICIPANTS' EXPERIENCES



The inclusive mentoring pilot sessions utilised creative arts as a medium to enable participants to develop their thoughts around mentoring purpose and intent. In their evaluation of impact, participants reflected positively on the usefulness of considering mentoring through this lens, and valued the creative approach to learning. They also reported the value in hearing from others' experiences in relation to this topic.

*"I already act as an informal mentor to staff; this will help me to apply my skills even more effectively"*

*"It was an honest conversation that we gained confidence from. A mentoring relationship is a safe place to vulnerably share knowledge of lived experience and we left with an increased awareness around communication as a key part of the process."*

Stay tuned to the NHS NWLA coaching and mentoring webpages to follow the next steps from this pilot work, or get in touch to find out more at [nwla.coachingandmentoring@nhs.net](mailto:nwla.coachingandmentoring@nhs.net)

Over the summer, the NHS North West Leadership Academy (NHS NWLA) piloted two Inclusive Mentoring sessions aimed at equipping both mentors and mentees with knowledge and understanding about an inclusive mentoring style. We caught up with facilitator, Rehana Begum (a NHS NWLA Coaching and Mentoring Champion) who gave us her thoughts on what inclusive mentoring is, and the importance of learning about this approach.



Rehana Begum

The intent behind the inclusive mentoring sessions was to support the mentoring community to become more aware of an inclusive approach

to mentoring. But what do we mean by inclusive mentoring and what does it look like in practice?

Miller and Katz<sup>1</sup> defined inclusion as "...a sense of belonging: feeling respected,

valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best."

If we apply that definition into a mentoring context from the point of view of the mentee, what would this mean? When we discuss inclusion, people's thoughts naturally move towards thoughts such as "...I am not racist; or sexist; or homophobic; I have no issues with people with disabilities... consequently I am inclusive".

However, Stephen Frost<sup>2</sup> (a leading voice in inclusion) suggests that "Unless

you consciously include; you will unconsciously exclude". How many of us choose to consciously include?

Being inclusive is not discussing what you don't do, but rather what you do do in practice to enable people to feel that they belong, feel respected and valued, enabling them to do their best. It focuses on our intent and purpose, within any given space, and requires a shift of mind-set from the historical definition of mentoring.

In the act of mentoring, are we asking ourselves whether we are reinforcing the power, status and hierarchy gradient that is ours, by the approach we are taking? Do we take the time to understand our intent and purpose behind the feedback we are providing? Do we enter into the mentoring space with humility and the understanding that we ourselves will learn and grow alongside the mentee; that it is a two-way learning process and

the power doesn't necessarily lie with us as mentors, but with us both.

With this thinking we can start to appreciate that we form our thoughts and feelings based on our lived experiences, that our mentoring style and approach can be subjective and so our intent and purpose in entering a mentoring space becomes even more important.

The NHS NWLA's inclusive mentoring sessions provide space for prospective and current mentors to consider how they define inclusion and what it means to them to mentor. They provide an opportunity for participants to consider why they want to mentor and to have a safe environment to reflect on the potential impact that bias might have in a mentoring space.

The above is an excerpt from a full article which can be viewed on our website.

1. Miller & Katz 2002; 'Unleashing the Real Power of Diversity'. In The Inclusion Breakthrough; Berrett-Koehler Publisher

2. Stephen Frost 2014; The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies: Courage, Creativity and Talent; Kogan Page Publisher



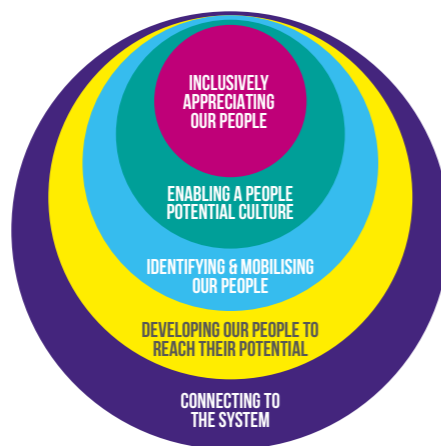
# AHEAD OF THE CURVE

## Members embrace early adoption of the Talent Management Diagnostic Tool to enhance their talent management practice

Talent management is a continuous journey for any employee. People begin in their role and develop further, either in their role or with an aspiration to move on. We need to be able to influence each stage of their journey to ensure we get the best out of people within organisations to continue delivering high levels of care. The importance of Talent Management has always been recognised here in the North West. As you are aware its importance was highlighted in both the Lord Smith and Lord Rose reviews (2015) and subsequently has shaped the Developing People Improving Care Strategy and more recently the Interim People Plan.

The Talent Management Maturity Diagnostic Tool is a key development for the NHS and will help organisations to identify where and how they can enhance their talent management practices. The NHS Leadership Academy, in partnership with NHS organisation stakeholders, has co-created the Diagnostic Tool to enable organisations to self-assess against a number of domains and determine the extent to which they are embedding talent management practice. The Diagnostic describes the interconnecting elements of talent management from culture through to developing and retaining talent.

### TALENT MANAGEMENT DIAGNOSTIC DOMAINS



Following completion, a bespoke talent management improvement report will provide organisations with an understanding of their current maturity status and will offer guidance on the next steps for implementation. This will be supported via access to the NHS Talent Management Toolkit, available on the NHS Leadership Academy website. By undertaking the Diagnostic organisations will be signposted to sections of the Toolkit that are the most relevant to their status. The Toolkit has been designed to align with all diagnostic domains, with a

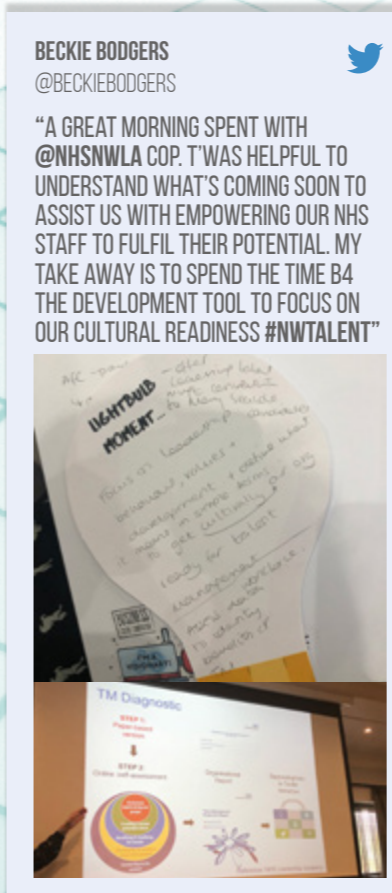
range of practical resources, planning tools and templates to guide organisations. The resources are designed to complement and support existing organisational practice, with an emphasis on the Toolkit providing fundamental building blocks to talent management development. This will support organisations to develop and embed inclusive and sustainable approaches to talent management for staff at all levels.

We are connecting members to this unique TM diagnostic through a soft launch supported by early adopters. Expressions of interest were sought in June 2019 to identify early adopters. We were delighted with the high level of interest and in response expanded the number of early adopters to provide greater opportunity. To explore the application of the diagnostic we ensured we had a range of NHS organisational types and sizes to provide an understanding of the journey from engagement to completion of the tool.

Early adopters within the North West encompass 11 organisations covering the geographical footprints and a range of organisational types from Clinical Commissioning Groups to Integrated Hospital Groups.



Early adopters in the North West include a range of organisational types and sizes



## EARLY ADOPTERS OF THE TALENT MANAGEMENT DIAGNOSTIC IN THE NORTH WEST

A virtual community space has been created by the NHS NWLA to support the early adopters; a key enabler to sharing of insights, exploring challenges and mutual support. Community space has enabled rich discussions around wider stakeholder engagement within the preparation stage of the diagnostic, which is critical not only in gaining an accurate picture of organisational talent maturity but also in starting / continuing the exploratory conversation around talent management and organisational talent priorities. The early adopters will also be supported with a short consultancy session to review their diagnostic report and identify organisational priority areas.

Learning from the early adopters was socialised through the North West Talent Community of Practice 'Connect, Learn and Share' event in October 2019. Activity from this event is available on our website. Further evaluation work is underway to shape a range of supportive resources, including case studies, to support North West NHS organisations in undertaking the diagnostic.

*"I think one of the values for me in this type of event is to get back with people who have a passion for this project. I find it really energising and it reminds me why I love the NHS."*

Early adopter Jean Annan, Head of Learning and Development Liverpool Women's NHS Foundation Trust



The North West Talent Community of Practice at the Connect, Learn and Share event

*"Having been involved in the co-creation activity, we were delighted to be an early adopter of the talent diagnostic tool. It has enabled us to consider all the aspects of the talent agenda as set out in the comprehensive diagnostic, and working through these with key stakeholders across our organisation has been helpful in starting/ developing the talent conversation. Our diagnostic report will help us to further shape and progress our talent plans, supported by new resources from the Leadership Academy and the sharing of talent learning and good practice with other NHS organisations."*

Early adopter Jo Ann Hughes, Head of Talent, The Christie NHS Foundation Trust

# LEADING WITH IMPACT

Leading with authority, authenticity and confidence following a journey of discovery on the Platform for Transformation Leadership Programme. Empowered system leaders share the impact of the development in our latest programme evaluation.

The Platform for Transformation Leadership Programme was designed as an intensive intervention to influence and impact change across the North West system. It was launched in response to the personal challenges that senior leaders can face when needing to work more collaboratively with local partners, provide services in a more integrated way and increase levels of personal efficiency. The programme builds on the self-confidence leaders need to work without traditional hierarchies developing wider self-awareness, resilience and the ability to maximise authentic leadership styles.

## PROGRAMME STRUCTURE

Delivered in three phases, the methodology for the programme is grounded in Neuro Linguistic Programming (NLP) and psychotherapy, allowing for a deeper sense of personal growth, discovery and impact.



The first phase of the programme is a guided self-exploration and outcome setting exercise starting one month before the residential element. The second phase is a two-day residential. Day one explores how participants can create their own platform of authenticity to engage and lead from within the system. Day two generates motivation, energy, ambition and a desire to move forward, engage and influence. Participants leave with a greater sense of empowerment, self-belief and the confidence to inspire and impact across the wider system. Post residential, a number of support options are available to participants including 'phone-a-friend' support from a coach for a month after the programme.

## THE IMPACT

In order to assess the impact of the programme from both a leadership and talent management perspective, a comprehensive evaluation was commissioned by NHS NWLA. This included an online questionnaire to all participants, telephone interviews with selected participants and interviews with the team at the NHS NWLA. The evaluation highlighted substantial benefits of the programme and a number of significant positive impacts on participants' work and careers.

## SUMMARY OF PARTICIPANT EXPERIENCE

- Overall, all participants rated the programme in the highest category "Excellent".
- Content and its relevance to current role was rated "Excellent" by all participants.
- 100% of participants rated learning methods and quality of course materials as "Excellent".
- The coaches were all rated 5\* by every participant.

As a result of the programme, one participant has now gone on to become an NHS Chair and many participants cited greater levels of confidence and personal credibility. One reported that they are 'engaging with very senior people in a confident manner, acting with more authority and actively accept more responsibility.' Others reported that they are sharing more of their personal story, relating to current context, whilst talking from both heart and head and encouraging others to do the same.

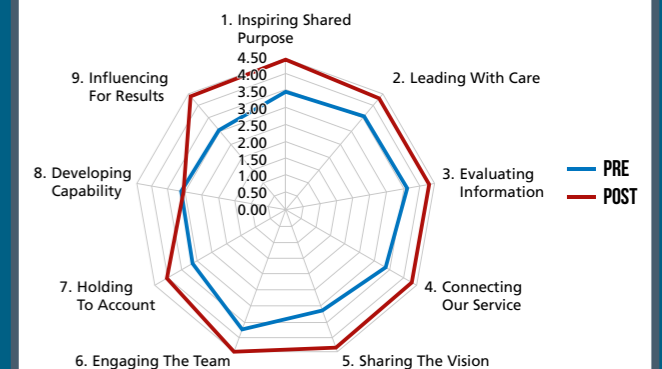
*"The programme is transformational both professionally and personally. The programme improves your personal interactions on all levels and develops your self-awareness, confidence and clarity of your personal message."*

The challenging nature of the programme was praised, particularly the way that participants are encouraged to leave baggage behind by adopting different perspectives, understanding their inner critic and allowing emotion into their leadership styles. Other benefits reported by participants included better use of narrative and storytelling, development of personal resilience, more effective framing of constructive challenge to create impact and active use of the presentation model used on the residential.

*"The whole 2 days was an experience of self-discovery and realising potential. I think I will look back on this course as a key point in my career."*

Participants praised the use of small group work which ensured they could support and learn from each other in a place of trust, 'providing greater opportunity to explore in depth the application of tools and techniques.'

## HLM 9 DOMAINS SELF ASSESSMENT: COHORTS 4-6



Participants of the 2018 cohorts self-assessed on the Healthcare Leadership Model (HLM) Framework both before and after the programme. The domains that presented the greatest changes were: inspiring a shared purpose, sharing the vision and influencing for results.

It is clear from the NHS NWLA evaluation that the Platform for Transformation Leadership Programme has empowered leaders across the North West, building their confidence, developing their self-awareness and allowing them to work with greater impact across the system. The programme has played an important part in developing a positive, inclusive and people-centred culture within the NHS, helping leaders to role model systems-based, honest and effective leadership.

*"I will apply the learning as a system leader, chair, tone-setter, presenter and team leader."*

We were delighted with the recent high level of interest in the Platform Programme and in response have commissioned further programmes for 2019/ 2020. If you would like to find out more and are working at Board and Governing Body level, particularly in a strategic system level role, please visit our website: [www.nwacademy.nhs.uk/platform](http://www.nwacademy.nhs.uk/platform)

# CITIZEN LEADERSHIP TOOLKIT LAUNCHED

Are you interested in accessing free resources to run a Citizen Leadership programme in your local area?

The NHS North West Leadership Academy (NHS NWLA) empowers people in the North West to secure

better health, care and wellbeing outcomes through leadership. Wherever opportunity lies, within the system and across diverse communities, we work to develop compassionate leaders and the conditions for inclusive, future focused leadership.

An innovative programme, designed by the NHS NWLA and proven to empower

the leadership capabilities of citizens, has now been developed into a 'how to' resource pack which organisations and communities can use free of charge to deliver a programme in their own locality and with different citizen groups.

The pack contains everything needed to facilitate a successful Citizen Leadership programme including:

**NHS**  
Leadership Academy  
North West



## CITIZEN LEADERSHIP PLAYBOOK

At the heart of the resource pack is the playbook. This book includes all the activities needed to run a Citizen Leadership Programme.



## 365 DAYS OF CITIZEN LEADERSHIP

A series of calendars that share small things each day that will help you to explore your community, learn about public services around you and build your skills and confidence as a citizen leader.



## FACILITATOR PACK

A practical guide for organising and facilitating your own Citizen Leadership Programme, including handy questionnaires to help you measure the impact of your programme.



## PROMOTIONAL TOOLKIT

A step-by-step guide to promoting your own Citizen Leadership Programme, including:

- Sample Materials** – Promotional action plan, Promotional flyers, Promotional quotes, Promotion evaluation.
- Templates** – PowerPoint template, headed note paper certificate, citizen leadership JPEG logos and blank quote slide (to make your own quotes).

The programme supports participants to gain personal confidence and improve their communication skills as citizen leaders so they are able to engage more effectively with health and social care decision makers on behalf of themselves and others.

## REQUEST A PACK

To find out more and request a copy of the pack simply complete the order form. Visit the website or access via the QR code:

**[NWACADEMY.NHS.UK/CITIZEN-LEADERSHIP](https://nwacademy.nhs.uk/citizen-leadership)**



## SUPPORT GRANT

If you are interested in applying for a small support grant to help you get started on a Citizen Leadership journey in your area, contact our team at [nwla.info@nhs.net](mailto:nwla.info@nhs.net)

Don't delay, get started today!