

SUMMER 2018



North West  
Leadership Academy

# LEADER



LEADERSHIP IS THE CAPACITY TO  
TRANSLATE VISION INTO REALITY

**WARREN BENNIS**

**FOCUS ON PRIMARY CARE**

**THE MUSEUM OF FAILURE**

**TALENT MANAGEMENT**

DEVELOPING OUR TALENT COMMUNITY

**DEVELOPING AN INCLUSIVE  
LEADERSHIP CULTURE**

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# WELCOME...



Dear members. Welcome to our latest edition of Leader!

There has been much to celebrate recently with the 70th birthday of the NHS, seeing the coverage across the various media reminded me how proud I am to be part of such a great institution. Personally it has given me so much, a wonderful rich and varied career starting as a student nurse and having such opportunities along my career pathway, though we still have a long way to go to make sure everyone has such opportunities. It has saved my life more than once when I was diagnosed and relapsed a couple of times with Hodgkin's Lymphoma. It afforded me a chance to take part in ground breaking research which resulted in women being able to conceive post cancer treatment. It cared for my parents so well at the end of their lives. I have so much to be thankful for and I'm sure you all have similar personal stories you could tell. It has been an absolute pleasure and a privilege to serve the public over the last 37 years!

Talking of celebration - what about England? As you can imagine I tend to look at lots of things through a leadership lens and it has been fascinating hearing about the team and management. People have talked about the team being very united with a great team spirit, lots of collaboration on the pitch, no 'one man for himself' attitude and look where it has got them. Despite getting further than any other team in 28 years when interviewed post-match there is not a hint of arrogance, just a quiet determination. Gareth Southgate as most will know has had his share of adversity and those that doubted when he was appointed to the role. He has come through and proved those doubters wrong. He is described as a gentle man with great humility, interesting that this is not the typical heroic style of leadership but one that enables others to give of their best. I think there is much we can learn about leadership behaviours from our observations of the World Cup!

Finally I have to mention the weather - how beautiful to wake every morning to sunshine, being able to plan to barbecue and know you can, to go camping and not be washed out of your tent. It certainly seems to give most people a spring in their step though we do need to look out for those who may struggle with the heat too.

So in this edition you will find an article about the Museum of Failure, a roadshow showcasing failed healthcare innovations as an inevitable step in innovation, an opportunity for learning and ultimately success. We have a focus on Primary Care, some examples of collaborative work going on within the footprints and much, much more...

As ever please do get in touch if there is something specific you would like to talk through.

Enjoy the rest of the Summer and see you soon

Deborah Davis  
Managing Director  
NHS North West Leadership Academy

## 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

# FOCUS ON PRIMARY CARE

Primary Care is a key part of emerging health systems focusing on population health and the prevention agenda. Leadership development in Primary Care has been identified as a national priority and funding has been made available to support this development.

In the North West we have been busy developing our networks, listening, learning and testing how best we can be the most impactful and add most value. It is early days but the response from Primary Care has already been extremely positive.

## SO FAR...

In 2017 we successfully tested a Leadership Development Programme for Senior Leaders in Federated General Practice. This offer has now been taken up in each of our geographies; we will let you know how they get on.

We are working hard to maximise our impact and reach into Primary Care by exposing Post Graduate Medical Educators to a mix of practical leadership skills and the latest thinking in leadership behaviours. We will be continuing with NHS NWLA New World Leaders Programme in 2018 (for NW Medical Educators) and exploring how we build sustainability with a 'train the trainer' approach. Additionally we took the opportunity to present at the North West GP Educators annual conference in May, giving them an insight into our latest research on system leadership behaviours.



Exploring System Leadership Behaviours; NW GP Annual Educators Conference

We have had an outstanding response to our offers supporting the development of key leadership skills through Leadership Development Modules; providing a toolkit of insights, strategies and practical leadership skills for talented and aspiring leaders.



With our ongoing support to develop Communities of Practice we were delighted to have supported the first ever NHS GM Collaborate, a highly successful event facilitated by NHS Collaborate with a commitment from the participants to continue to develop further. To find out more: <http://www.nhscollaborate.org>



Inaugural NHS GM Collaborate June 2018

## WHAT NEXT? We are:

- Exploring how we open up our North West Mentoring Scheme to Primary Care
- Championing the health and wellbeing of our Primary Care colleagues through the offer of our popular resilience workshops
- Developing further relationships and connections as we strive to understand further how we effectively support the leadership development in Primary Care

**WATCH THIS SPACE FOR OUR FUTURE DEVELOPMENTS IN 2018 / 19**





**“I HAVE NOT FAILED  
I’VE JUST FOUND 10,000  
WAYS THAT WON’T WORK”  
- THOMAS A EDISON**

# THE MUSEUM OF FAILURE

In our recent strength-based conversations with system leaders, creating a culture of exploration that supports calculated risk taking was highlighted as a key enabler to delivering new ways of working and models of care. There was a call not only to showcase success, but also to curate and learn from failure. Responding to this, the NHS NWLA partnered with the Innovation Agency, AQuA and Health Education England to bring the ‘Learning from Failure’ Roadshow to the North West Coast this spring.

The Roadshow showcased examples of failed healthcare innovations as part of the ‘Museum of Failure’ pop-up exhibition. Founder, Dr Samuel West, gave a keynote presentation and facilitated a workshop on failure and its relationship to psychological safety.

Juliette Kumar, Associate Director of Improvement & Education at the Innovation Agency, reflects on what she learnt about the growing, global movement of learning from failure.

“Dr West described his vision for the museum as a way of showcasing failure so that people could reflect on it as an

inevitable step in innovation and ultimately success. Even though we know that organisations learn from failure, many still penalise and punish it.

“The importance of diversity in organisations was highlighted in bringing different viewpoints, backgrounds and opinions together to challenge assumptions and contribute to a more considered decision-making process. Sam underlined the frequency and inevitability of ‘intelligent failures’ in innovation - trying, testing and colliding ideas together to see what we can come up with. Every now and again one of these failures will lead to great innovations.



“To innovate we need the right conditions; teams and workplaces where people feel psychologically safe” Dr Samuel West

“High performing teams create the space to learn from failure by creating psychologically safe environments. Psychological safety is where you are able to be vulnerable, ask silly questions and not be penalised for it, bring your whole self to work and not be afraid to speak out. Dr West led a workshop which

generated debate around the conditions that enable these kinds of environments.”

Dianne Mardell, Associate Director at the NHS NWLA, also visited the Museum: “It was fascinating to see visitors exchanging their amazement at some of the high profile failures exhibited, not only because there were innovations they had not been aware of previously but also because it highlighted how rarely we are given the opportunity, or allow ourselves, to observe and discuss failure as something to be encouraged.



“Asked to share some personal reflections, one visitor admitted “I innovate in secret” and another that they “failed to embrace failure” and were “scared to make mistakes”. Such comments reinforce the power of the Museum of Failure in bringing such admissions to the fore and sending a strong message to leaders across the system to think about their own contributions in creating conditions which encourage innovation, exploration and a greater acceptance that failure can be a critical component on the journey to success.”

**“ONLY THOSE WHO DARE TO  
FAIL GREATLY  
CAN EVER ACHIEVE GREATLY”  
- ROBERT F. KENNEDY**

# GUEST FEATURE: BUILDING SYSTEM READINESS ACROSS GREATER MANCHESTER

The NHS NWLA has been making connections and sharing learning with delivery teams and networks to enable System Leadership and Talent Development across Greater Manchester (GM). Here we invite Nichol Orton, OD Programme Facilitator, Greater Manchester Health & Social Care Partnership and Triona Buckley, Joint Lead Coordinator & Quality Assurance for Leaders in GM, to discuss some of the work underway to provide support and development across the footprint:

## TRIONA BUCKLEY LEADERS IN GM UPDATE (FORMERLY THE LEADING GM PROGRAMME)

With over 150 participants from all ten GM localities, the programme launched on 10th May. Several speakers set the context not only for the Leaders in GM programme but also defining the opportunity presented by working together differently across the public, third and also private sectors and how that will enable delivery of the vision of Our People Our Place – ensuring GM is the one of the best places in the world to grow up, get on and grow old.



Next steps for the place based component of the programme is that all localities will be agreeing their first Learning in Action sessions with the theme of connection – to people, to place and to purpose (the challenge). Place based challenges range from the prevention of homelessness, to increasing social connectedness across a locality.

The event wouldn’t have been possible without the support and time offered by the GM community to speak, share their learning and support the facilitation of the event.



Open access workshops to any person working in the public sector within GM are coming soon - follow @LeadersInGM for further information.

## NICHOL ORTON DEVELOPING A SHARED, SUSTAINABLE GREATER MANCHESTER (GM) OD NETWORK

June saw the first meeting of a new system wide OD network for GM. The creation of a shared, sustainable network will aid understanding of the priorities that intersect across the GM system. It will also enable understanding of how to create the spaces that empower collaboration to occur, the conditions needed for psychological safety and how OD support leaders to navigate the system with resilience and success.

Via the Network, OD will come together to operate within the system, creating a shared narrative, celebrating progress and identifying interventions to replicate at scale and cost by maximising the assets within GM. The network will empower GM OD practitioners to operate in a strengths based way, supporting a portfolio approach to transformation; enabling conversations around personal experiences of operating within the system, the motivators and barriers to operating across place, enabling understanding of shared challenges, looking at both solutions and opportunities.

*This was a perfect opportunity to hear about the challenges and opportunities for the GM OD community and to reflect on how the NHS NWLA, working with its collaborative partners, can provide leadership development support for key topics. We look forward to supporting the network in its next steps and continuing these exciting conversations.*



# EASTERN CHESHIRE JOURNEY TO SUCCESS

Over recent years the Eastern Cheshire Health and Social Care Economy has committed to developing and investing in leaders at all levels, with a firm belief that strong leadership will not only strengthen the organisation but most importantly positively impact on delivering excellent patient care. With support from the NHS NWLA from 2015 through to 2018, Eastern Cheshire Health and Social Care Economy has been on a journey of discovery and development with a particular focus on integrated services.

The NHS NWLA supported Eastern Cheshire Health and Social Care Economy through the Leadership 4 Integration programme whereby a number of colleagues had exposure to new ways of thinking and new ways of working, with visits to Jonkoping and Venice. One of the participants Fleur Blakeman, Strategy and Transformation Director, East Cheshire Clinical Commissioning Group, reflected on, "an invaluable, experiential learning and development opportunity. It was good to explore the common issues but also take away new ideas".



Eastern Cheshire now has a system wide approach to address the challenges of caring for the fastest ageing population in North West England. Our vision of "joining up local care for all our wellbeing" is the driver for bringing together local people and professionals to co-design a new approach to care which has empowerment at its heart.

In 2017, work to develop an implementation plan for the community element of the care model began. Two prototype sites were selected from the five pre-existing primary care locality areas. The work was led by Dr P Kearns, Chair of the GP Federation/Clinical Director, Care Communities, with the support of key stakeholders. The model is based on empowerment of people, including patients, public and staff with a focus on adults in the initial stages. Eastern Cheshire is now forging ahead to develop the remaining localities, resulting in five Care Communities in varying stages of development.

Professionally led, large scale change and rapid improvement methodology was adopted involving a wide range of care professionals. Specific cohorts of the population were the focus in each Care Community, dependent on the individual projects chosen e.g. use of screening technology, frailty tool/assessment and compassionate communities. It was this patient facing and professionally led approach that earned Eastern Cheshire a prestigious place on the International Conference on Integrated Care 2018, in Utrecht, Netherlands. The NHS NWLA supported three colleagues to attend this world renowned conference. Dr P Kearns, states "it is really significant for Eastern Cheshire to have scored so very highly in the International arena, it confirms that we have the right approach by way of empowering care professionals to work closely together and make changes in their Care Communities that will have a direct impact on individuals and populations".



Stephanie Hambleton, Community Matron, East Cheshire NHS Trust, and Diane Cuffe, Locality Manager Communities, Cheshire East Council, (pictured) were both delighted to have presented alongside Dr Kearns at the International Conference. Diane returned feeling truly inspired and states

*"It was an amazing opportunity to network with like-minded colleagues from across the world, it's really given me the confidence to forge ahead*

*with our Care Communities because it confirmed that we really are on track to deliver excellent services for our Eastern Cheshire population".*



Likewise Stephanie gained a great deal from the visit and states,

*"We are in the right place, progressing well in line with what other people are doing is really very exciting. Putting the person at the centre and engaging communities and people/carers in the design of services as well as their own care, it's right where we are".*

Following a successful bid via NHS NWLA, Eastern Cheshire is working with the

Advancing Quality Alliance (AQuA), the region's quality improvement body, in the delivery of a bespoke programme which will support ongoing developments within each of the Care Communities.



Jacqui Williams, Associate Director for Transformation & Community Services, said,

*"We are using our NHS NWLA opportunities to really gain momentum and pace in the development of the Care Communities; the recent AQuA facilitated session is a tremendous example of how colleagues in the system are now working together".*



# TALENT MANAGEMENT: DEVELOPING OUR TALENT COMMUNITY

## WHY TALENT?

Ensuring we have effective leadership across the system is a key challenge for the NHS and within the past three years a number of reviews and reports, notably Smith, Rose and Carter, have all made observations and recommendations about how and where the NHS could make improvements to its leadership development - and highlighted the need for a coherent and effective talent management and succession planning approach. In response, Developing People, Improving Care (2016) placed a commitment to systematic and inclusive talent management at the centre of its strategic framework. Speaking of the need to ensure that 'the pool of people equipped to lead continuously improving teams' is 'big enough and diverse enough to fill critical leadership roles', it makes supporting 'organisations and systems to deliver effective talent management' a key priority.

## BOARD AND GOVERNING BODY TALENT MANAGEMENT CONVERSATIONS

In 2017 we commissioned an external provider to hold a series of conversations with Board and Governing Body Executive talent leads from member organisations across the region. The aim was to explore

how talent management is viewed at this level; to identify opportunities and challenges for effective talent management within organisations; and to explore how we can add most value in this area.

The conversations are now complete and provide a wealth of insight into talent management in the region.

## KEY THEMES EMERGING FROM THE INQUIRY INCLUDE:

1. The significant challenges of establishing effective talent management in a shifting context where the future is often unknown and unpredictable.
2. Ongoing challenges with building and maintaining talent management capability and capacity.
3. A need for greater integration of talent management across locality and system.
4. Inclusive Talent Management - a concern that talent management and succession planning can be inherently exclusive, and that this might hinder (rather than support) efforts to make boards and governing bodies more diverse, inclusive, and representative of the place they serve.

## TALENT PRACTITIONERS BUILDING CAPABILITY PROGRAMME

Building on earlier development support for those who deliver talent management activity within our organisations, a cohort of 16 talent management practitioners from across the North West have been participating in the NHS Leadership Academy Building Capability Programme.



This programme has been well-received by participants and the NHS NWLA is now supporting the group to develop a talent practitioner community. Find out more about the programme and participants' reflections on the Talent section of our website, where you can also express interest in future cohorts.



## WHAT NEXT? PRIORITIES FOR THE COMING YEAR

The NHS NWLA will continue to support and develop the talent community in the NW, building capacity and capability throughout the system.

### WE WILL:

- Actively engage and enable a growing community of talent practitioners to establish a vibrant, self-sustaining talent community of practice, with an emphasis on sharing and spreading good practice.
- Continue to build and grow the capability of talent practitioners through a further Practitioners' Development Programme.
- Deliver a national Talent Conversations 'Train the Trainer' offer for talent practitioners and line managers



**WANT TO KNOW MORE ABOUT  
WHAT WE ARE DOING TO SUPPORT  
TALENT MANAGEMENT IN THE NW?**

**WOULD YOU LIKE TO GET INVOLVED WITH  
THE TALENT PRACTITIONER COMMUNITY?**

**We would love to hear from you:**

If you would like more information please contact our Talent team at [nwla.info@nhs.net](mailto:nwla.info@nhs.net).

## **BUILDING OUR TALENT PIPELINES - CURRENT OFFERS**

### **Pushing the Boundaries: Aspirant Talent Programme**

Leading at a senior level in a complex and ever-changing health and care environment requires that we identify and develop leaders who can operate with strategic focus, moral purpose, authenticity and resilience, who are innovative, creative and entrepreneurial, and who can work collaboratively with a system focus. This programme is designed to provide future senior leaders with the skills and behaviours to take on our most challenging roles.

Participants are offered a bespoke approach to their development, with access to interventions that are designed to support their progression into senior leadership roles.

To find out more about the next Aspirant Programme cohort, please contact us at [nwla.info@nhs.net](mailto:nwla.info@nhs.net)

**NWLEADERSHIP ACADEMY @NHSNWLA**



GREAT TO HAVE YOU ALL ON BOARD!! FIRST QUESTION: WHAT DOES TALENT MANAGEMENT MEAN TO YOU? #NHSTALENT

**NATE @N8\_TWEETS**



ENCOURAGING A CULTURE OF 'GROW YOUR OWN' AND CONVERSATIONS ABOUT SOMEONE'S POTENTIAL, ABILITY AND AMBITION. FUTURE PROOFING THE ORGANISATION. SUCCESSION PLANNING FOR KEY ROLES. ALIGNING PIPELINES WITH LEADERSHIP AND PROFESSIONAL DEVELOPMENT INTERVENTIONS #NHSTALENT

**KAREN BLOOMFIELD @KARENBLUMFIEL1**



EVENING ALL #NHSTALENT ATTRACTING, DEVELOPING AND DEPLOYING STAFF AT RIGHT TIME, RIGHT PLACE, RIGHT ROLE THAT UTILISES SKILLS, PERSONAL ASPIRATIONS AND ALIGNS WITH ORGANISATIONAL OBJECTIVES

## **NHS NWLA TWITTER CHAT MAY 22 - BUILDING INSIGHTS INTO TALENT MANAGEMENT**

Many thanks to everyone who participated in our recent twitter chat. There was a high level of engagement from across the region, as well as nationally, and the chat has generated a wealth of valuable material for the Building Insights project.

A summary of the chat is available on our website.

**Keep the conversation going  
using #NHSTalent**

# **DEVELOPING AN INCLUSIVE LEADERSHIP CULTURE**

There is a lot of positive activity happening around Inclusion across the North West at the moment with a keen focus within organisations on initiatives which are either already with us or are about to come into play including the Workforce Race Equality Standards (WRES), Workforce Disability Equality Standards (WDES) and Sexual Orientation Monitoring (SOM) requirements.

With this in mind, and through engagement with our members and the wider health and social care system, the NHS NWLA has taken a fresh look at its own Inclusion strategy, reviewing its long term aims and ambitions and considering how, working alongside our partners, these can best be achieved.

## **LONG TERM STRATEGY**

Our aim in developing our strategy is to support the development of a more inclusive leadership culture across the North West with the ambition that this will result in a more represented and engaged workforce which will in turn lead to a reduction in health inequalities in the system.

## **TO ACHIEVE THIS WE WILL SEEK TO:**

- Embed inclusion into NHS NWLA leadership offers, interventions and resources
- Enable and empower NW Equality, Diversity and Inclusion (EDI) professionals by supporting them to provide effective, expert and sustainable EDI support to leaders in the system
- Role model inclusive leadership through our own practice, processes and values
- Provide thought leadership within the region and beyond



# WHAT'S HAPPENING NOW?

## BUILDING LEADERSHIP FOR INCLUSION (BLFI) PROGRAMME

This national initiative aims to fundamentally shift the ways in which leaders and organisations work. It is based on the principle that those who have a lived experience of exclusion can provide valuable insight into how progress on inclusion can be achieved and sustained by identifying and challenging the assumptions and behaviours of leaders. This unique approach is being piloted in six sites across the UK including the Greater Manchester Health and Social Care Partnership (GMHSCP) and we were proud to support the ground breaking GM WRES event in June where senior leaders from organisations across the NHS, Local Authority, Fire, Police and Transport services made a public pledge to support BAME (Black, Asian, Minority Ethnic) leadership across the system. The first of its kind, we are now moving into what this will look like in practice so watch this space!

Manchester was also the venue for the Windrush Awards event led by the National WRES team on 12th June. Both the birth of the NHS and the HMT Empire Windrush landing took place in 1948 and this emotionally charged and vibrant evening celebrated the Windrush generation and how they contributed to building the foundations of the NHS. We are proud to have been a part of this fantastic evening which was so well attended and a real celebration of achievement.

## CHESHIRE AND MERSEYSIDE EQUALITY, DIVERSITY & INCLUSION PROJECT

The Equality, Diversity & Inclusion (EDI) project in Cheshire and Merseyside is progressing well with an initial focus on mapping EDI resource across the footprint. The next step will involve exploring the potential for achieving a leaner approach to EDI at a system level and testing the feasibility of a 'single delivery system' approach. We are excited to be supporting this innovative project and will keep you updated on the outcomes.

**IF YOU WOULD LIKE FURTHER INFORMATION OR TO DISCUSS HOW WE MAY SUPPORT YOUR ORGANISATION OR FOOTPRINT PLEASE CONTACT OUR TEAM AT [NWLA.INFO@NHS.NET](mailto:nwla.info@nhs.net)**

## SUPPORTING NETWORKS AND COMMUNITIES OF PRACTICE

### EDI NETWORKS

EDI networks in the region play a key role in providing a forum for professionals and leaders to come together to share their knowledge and expertise and to explore opportunities for joint working around the EDI agenda. For those looking to be more involved, the North West NHS Equality and Diversity Forum is open to all NHS professionals across the NW with a focus on peer support, CPD development for practitioners and sharing of learning and practice. A cross sector network is being developed within Greater Manchester with an initial focus on the WRES and BAME leadership. The NHS NWLA has been supporting this group in developing its core remit and priorities in line with the GM strategic aims and through membership of the GM WRES steering group.

### WOMEN IN LEADERSHIP

The NHS NWLA recently went out to the system to gauge levels of interest and energy around developing a women's network in the region. Feedback was positive with a keen interest in Women and Intersectionality, which many organisations are focusing on following outcomes of the recent gender pay audit. We are considering how we can utilise our Communities of Practice (CoP) work to maximise on this energy in supporting the set-up of this network.

## DEVELOPING EDI KNOWLEDGE WITHIN ORGANISATION DEVELOPMENT (OD) COMMUNITIES

EDI leads have responded with enthusiasm to our call to be involved in delivering the fantastic 'Game Changer' session to the OD communities in their areas. Trialed at our recent Festival of Leadership, this session is a great opportunity for our EDI professionals to work with their OD counterparts and to learn from each other. There has been great interest from the OD community to take part and we will be sharing dates very soon!

## INCLUSIVE COACHING AND MENTORING

The NHS NWLA has a strong track record of supporting coaching and mentoring and we are undertaking some dedicated work linked to inclusion. This has two strands, the first is an initiative to increase the number of coaches and mentors from under-represented groups on our coaching and mentoring register, and the second is to develop the confidence and capability of current coaches and mentors to encourage more inclusion-focused topics within their coaching and mentoring conversations. With this in mind, our latest Summer Network Learning Event focuses on Inclusive Practices in Coaching and Mentoring Relationships. Check out our website to read about the outcomes from this session.



# EVERYWHERE, EVERY DAY

## THE NORTH WEST EMERGING LEADERS COMMUNITY

### THE FIVE AREAS OF FOCUS OF THE EMERGING LEADERS COMMUNITY

#### PEER COACHING:

Exploring how community members can engage in informal coaching activity to share their knowledge, build new skills, and reflect on their practices.

#### 'SPREAD AND SHARE' GOOD AND BAD PRACTICE:

Looking at how the community can support the identification and sharing of innovative practice across the NW.

#### SHADOWING:

Exploring opportunities for job shadowing within the community; encouraging shared learning and reflection on shadowing experiences.

#### NETWORKING:

Looking at how community members can support each other with connecting to broader networks.

#### ROLE DESIGN:

Exploring how the community can influence the shaping of job roles so that they offer emerging leaders meaningful development opportunities.

### THE STORY SO FAR...

At the NHS NWLA we are committed to working with our membership to identify and develop future generations of system leaders- individuals who can navigate and thrive in an ever complex and challenging health and care system.

The NW Emerging Leaders Community sits at the very heart of this endeavour. Building on an exploratory visioning event which shaped a shared understanding of the characteristics and needs of Emergent Leaders in the NW, the community brings together a diverse group of individuals including alumni of the Mary Seacole and Stepping Up Programmes, as well as Graduate Management Training Scheme (GMTS) candidates and GMTS Alumni.

At the community mobilisation event in February, the group developed a Community of Purpose Manifesto and agreed on five key activity areas. The Community aspires to be generative and self-sustaining, and to use its own 'assets' to provide Emerging Leaders across the region with the support they need.

The community is overseen by the Regional Emerging Leaders Reference Group (formerly Steering Group), which is Chaired by Mel Pickup, CEO of Warrington and Halton Hospitals NHS Foundation Trust.

The Reference Group met for the first time in May, and there was a palpable sense of excitement about galvanising around a refreshed, needs-led Emerging Leaders agenda.

We exist as a community of purpose to ensure the North West has a strategic approach to support, develop and employ a consistent stream of future-focused leaders to drive sustainable quality care.

Emerging Leaders Community Manifesto

The Reference Group committed to refresh the group's Terms of Reference, embracing the spirit and principles of the Emerging Leaders Manifesto. They also agreed to undertake a Survey of the 'Assets of the Community', to further explore what specific skills, knowledge and experiences members can bring to the wider community to support activity in the five key areas of focus.

MELISSA SURGEY @MELISSASURGEY



FAB WAY TO END THE WEEK: REINVIGORATING @NHSNWLA #EMERGINGLEADERS STEERING GROUP WITH A REAL FOCUS ON WHAT PRACTICAL STEPS WE CAN TAKE NEXT TO IMPROVE VISIBILITY AND INCLUSIVITY AS WELL AS PREPPING FOR @NHSGRADSCHHEME 2018 INTAKE

Karlyn Forrest, Divisional Director of Operations, The Walton Centre, was at the meeting and commented

*"This was my first Emerging Leaders Reference Group meeting and the passion and commitment from all Reference Group members to nurturing and supporting our emerging leaders was palpable. The meeting concluded with some strong tangible actions to translate this commitment into action and I am excited about remaining involved in this agenda and work going forward."*

Want to get involved or find out more? Please contact us at [nwla.info@nhs.net](mailto:nwla.info@nhs.net)

### CURRENT OFFERS TO EMERGING LEADERS ACROSS THE NW

- Mary Seacole Programme
- Interchange – an innovative series of experiential learning opportunities
- Coaching and Mentoring
- NHS Healthcare Leadership Model 360° feedback
- Masterclasses

### NHS GRADUATE MANAGEMENT TRAINING SCHEME 2018 INTAKE UPDATE

We want to say a big thank you to everyone who participated in the accreditation process for the 2018 intake of Graduate Management Training Scheme (GMTS) trainees.

GMTS has a great reputation across the North West, which is testament to the ongoing commitment, enthusiasm and dynamism of everyone involved.

This year the number of trainees in the North West has increased to 26. In total we received 127 bids to host a placement across the four scheme specialisms. The bids represented a range of different organisations in our geographical footprint enabling us to allocate graduate trainees to diverse placement opportunities across the health and care system.

Congratulations to those organisations that have been allocated a trainee from this cohort. We are looking forward to working with you and the graduates to develop the next generation of system leaders.

As a mandatory element of the national accreditation process, programme and placement managers attended training in June and July. To make the sessions as interactive as possible representatives from our 2017 cohort of graduates were invited to come along and share their experiences, supported by members of the NHS NWLA GMTS team which provided a great opportunity to build relationships with our accredited organisations.

Marking the 70th birthday of the NHS, managers attending these events reflected on their leadership roles as part of the national #NHS70daysofleaders campaign

NWLEADERSHIP ACADEMY @NHSNWLA



WE ASKED OUR PROGRAMME AND PLACEMENT MANAGERS TO CAPTURE WHAT KEY LEADERSHIP QUALITIES THEY BRING TO THE ROLE AS PART OF THE #NHS70DAYSOFLIERS FOR THE 70 YEARS OF THE NHS CELEBRATIONS. @NHSLEADERSHIP @SUZANNE0812 #GRADUATEMANAGEMENTTRAININGSCHHEME #GMTS #TRANSFORMTALENT





# THE RELEVANCE OF ORGANISATIONAL DEVELOPMENT (OD) CLAIMING PRACTICE & OD SYSTEM COLLABORATION THE VIEW FROM THE FLOOR

The NHS NWLA offers a variety of engagement and networking opportunities for our members in Organisational Development (OD) and is delighted to work with colleagues on initiatives across the North West. Here we share some highlights from our OD activity so far this year and what's coming up next.

## NHS NWLA SUPPORTING AT THE ODN EUROPE CONFERENCE

Dianne Mardell, Associate Director with the NHS NWLA

"This year's carefully chosen theme for the ODN Europe Conference in April was 'Relevance'. This proved to be a stimulating topic, not least because it challenged delegates to reflect on the many facets of OD and how, both individually and collectively, we can ensure that the work we do and the support we provide is relevant."

**TO FIND OUT MORE ABOUT THE CLAIMING PRACTICE INITIATIVE AND HOW TO GET INVOLVED VISIT [WWW.NWACADEMY.NHS.UK/DISCOVER/OFFERS/OD-CLAIMING-PRACTICE](http://WWW.NWACADEMY.NHS.UK/DISCOVER/OFFERS/OD-CLAIMING-PRACTICE)**

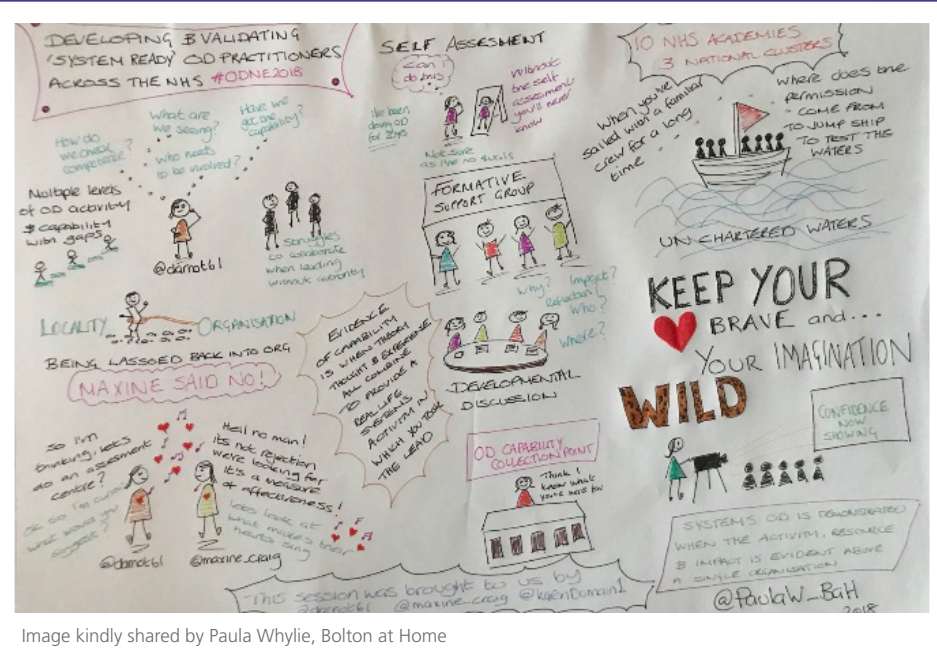


Image kindly shared by Paula Whyllie, Bolton at Home

Deborah Davis, Managing Director at NHS North West Leadership Academy, Karen Dumain from the NHS Leadership Academy and Maxine Craig of Hart Consultancy led a stimulating discussion on 'Developing and validating 'system ready' OD practitioners across the NHS: sharing learning for developing OD capability across systems'. This was a perfect opportunity to share with, and seek views from, the OD community at a regional, national and international level.

Originating in the North West, this 'Claiming Practice' initiative supports practitioners to evidence their capability

in system level OD and to demonstrate that they are 'experts by experience' in a way which is robust and transferable. The session told the story of how this had progressed from a perceived need to an initiative which is being supported across the country. The sharing of this journey, and the learning along the way, stimulated some lively debate amongst the delegates.

It was rewarding and encouraging to witness the 'Claiming Practice' concept being so warmly received by the OD leadership community and to hear, at first hand, their endorsement of this approach as important and relevant."

## CHESHIRE & MERSEYSIDE AND LANCASHIRE & SOUTH CUMBRIA SYSTEM COLLABORATIVE OD EVENTS – 90 DAY FOLLOW UPS

In February of this year we held two System Collaborative OD Events bringing together professionals within their geographical footprints to support and develop the work undertaken across the networks. Following the success of these events, 90 day follow up sessions were held in June to continue the work started. One of our attendees provided their view from the day -

### LISA GRESTY - ASSISTANT DIRECTOR OF OD & EDUCATION, MID CHESHIRE HOSPITALS NHS FOUNDATION TRUST

"Arriving at the seminar it was good to see some familiar and new faces in the OD community and we enjoyed getting acquainted and reacquainted.

We looked at all the work streams we are all currently focusing on in our



organisations in our OD roles - the list went off the page! We truly are working on broad ranging and diverse agendas as a community.



We also asked where does OD get its voice heard as we don't have the same network as the HRDs and wondered if senior OD



professionals could meet alongside the HRD meetings or even join for parts of the meeting?

After lunch we did a deep dive into Talent Management and what we were all doing and what potentially we could share across our organisations. Lots of ideas were generated and there was a real buzz in the room.

It was great to have the time to think, be creative and innovate with likeminded colleagues. I left the day uplifted and enthusiastic about how OD can help move health and social care forwards."

## Throughout September to January we will be holding System OD and Change Consulting Skills: A Programme for Change Leaders,

which has been designed to challenge and support leaders to develop their confidence, skills and mindset to work in a 'change consultant' capacity when engaging in cross-organisation and system change transformation and programmes of work.

This has been recruited to from Senior OD Leaders across the North West over the last six months with the expectation that the programme will better enable colleagues to work across local healthcare systems to support wider system transformation projects or work-streams. If you'd like to find out more about this programme please contact us at [nwla.info@nhs.net](mailto:nwla.info@nhs.net).



# SPRING NETWORK LEARNING EVENT 2018

## A SENSE OF BALANCE



Our Network Learning Events form the cornerstone of our Coaching and Mentoring CPD offer to all of our members, so we can provide an opportunity for on-going support and development to the region's cadre of coaches, coachees, mentors and mentees. These interactive events provide access to development activity, focusing on current, topical issues to enhance knowledge, skills, effectiveness and overall coaching and mentoring practice.

Our Spring Network Learning Event was held in April this year and was based around the topic of 'A Sense of Balance'. Our facilitator on the day, Julie Hurst, is a Positive Psychologist with the Work Life Balance Centre and a highly-experienced coach and trainer with a passion for developing resilient people, within successful organisations.

A Sense of Balance was a lively, participatory session with lots of ideas to take away and try out. It was about learning how to deal with the grizzly bears and headless chickens that inhabit everyone's office, and how to find out about the secret competition that causes untold stress in every workplace. This session also looked at helping to increase

feelings of control, enhance wellbeing and promote bounce back.

The day was excellently attended and really engaged the audience; everyone came willing to participate and the session created a lot of online buzz as well.

After exploring the causes of some of the problems raised, Julie ran through a number of tools and techniques to support balance, including breathing, relaxation and meditation. The day finished with an interactive game looking at how behaviour can be infectious getting everyone up and winking at each other.

**OUR NETWORK LEARNING EVENTS RUN QUARTERLY AND YOU CAN FIND OUT ABOUT FUTURE EVENTS HERE**  
[WWW.NWACADEMY.NHS.UK/DISCOVER/OFFERS/NETWORK-LEARNING-EVENTS](http://WWW.NWACADEMY.NHS.UK/DISCOVER/OFFERS/NETWORK-LEARNING-EVENTS)

*"Excellent speaker – totally inspiring journey through theory in a humorous way."*

*"Excellent as always. Great to network, learn to support our staff and support our own resilience."*

*"Great training, left feeling refreshed and excited for change."*

*"Really interesting speaker. Important issues as work pressures increase, but also recognising the flexibility of the working day through technology and the activity to build in moments of wellbeing."*

*"The idea of getting the mind fit and looking after it like you would for your body was very inspiring."*

*"Thought provoking and good explanations to take back to my role and colleagues."*

*"Very useful to see as health and wellbeing for the NHS workforce is becoming more important."*

## EXECUTIVE COACHING SUPPORT

Aware of the many changes and challenges facing our most senior leaders, we continue to provide support through our executive coaching offer. A coaching relationship can help to develop the agility and resilience which are increasingly important in times of change and transformation and this offer is open to two key individuals from your board or governing body. Subject to certain criteria, we are able to fund up to three coaching sessions with an individual's existing coach or we can work with you to identify a suitable coach from our executive profiles.

If you would like to take us up on this offer, or share any feedback, comments or questions, please contact the Coaching and Mentoring Team on NWLA. [CoachingandMentoring@nhs.net](mailto:CoachingandMentoring@nhs.net) or 0161 625 7805.

## NORTH WEST MENTORING CALENDAR (booking for all below now available on our website)

### MENTOR DEVELOPMENT DAYS

#### SEPTEMBER 2018

Tuesday 18th September  
 Liverpool Women's NHS FT, Liverpool

#### OCTOBER 2018

Tuesday 9th October  
 Warrington and Halton Hospitals NHS FT, Runcorn

Tuesday 9th October  
 East Lancashire Hospitals NHS Trust, Burnley

#### NOVEMBER 2018

Wednesday 14th November  
 Liverpool Women's NHS FT, Liverpool

### MENTEE AWARENESS SESSIONS

#### NOVEMBER 2018

Wednesday 7th November  
 Warrington and Halton Hospitals NHS FT, Runcorn



# IN FOCUS

## LEADERSHIP BEHAVIOURS FOR THE FUTURE

Have you seen our System Leadership conversation cards? The pack showcases 13 behaviours, identified at various consultation events, each accompanied with supporting prompts that challenge and spark discussion. We aim to share and scale the cards to be used across the system as a means of exploring a leader's current and future readiness to demonstrate the kinds of behaviours that enable and obstruct effective system leadership. Visit <https://www.nwacademy.nhs.uk/discover/news-blogs/2018/understanding-leadership-behaviours-future> to find out more.



## MASTERCLASSES: EXPOSING LEADERS TO INNOVATIVE THINKING

Our collaborative masterclasses provide the opportunity for system-wide leaders to be exposed to the latest thinking and common themes, to push and develop their skillsets and behaviours in safe and reflective spaces.

Working collaboratively with Mersey Internal Audit Agency (MIAA), Advancing Quality Alliance (AQuA) and North West Association of Directors of Social Services (ADASS) we recently held a masterclass around the theme of Seeing Things Differently exploring the concept of positive disruption to harness talent in the workplace and local community. Run by Jeremy Scrivens, Director of The Emotional

Economy at Work and global thought leader, this masterclass showcased how providing space to think and explore is highly valued by leaders and translates into tangible organisational and system benefits.

You can find out what participants said, and read a full review of the masterclass on our website: <https://www.nwacademy.nhs.uk/discover/news-blogs/2018/seeing-things-differently-positive-disruption-harness-hidden-talent-your>

Further masterclasses are coming up providing the opportunity to expand thinking and gain valuable insight to help

develop leadership skills and behaviours across the system. See our list of next dates below.

### FRIDAY 7 DECEMBER 2018

**Doing the Do: What does it mean to lead across a system?**

### THURSDAY 14 MARCH 2019

**Developing a 'System Mind-set' to build a Culture of Innovation and Improvement with Matthew Syed, author and columnist**



**TO BOOK, VISIT [WWW.NWACADEMY.NHS.UK](http://WWW.NWACADEMY.NHS.UK) AND GO TO DISCOVER AND SYSTEM LEADERSHIP.**

## WHY NOT BECOME A HLM 360° FEEDBACK FACILITATOR?

The HLM was created to help those who work in health and care to become better leaders. If you are interested in developing your facilitation skills to become a HLM feedback facilitator please contact us to express your interest and we can work to support this through a facilitator training session in the North West. Expressions of interest can be made to [NWLA.info@nhs.net](mailto:NWLA.info@nhs.net).

Further information about the Healthcare Leadership Model can be found at <http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/>

