Leadership OUTLOOK

Making the best of yourself
Unconscious Bias for Leaders
Facilitating Creative Problem Solving

www.southwestleadership.nhs.uk
Hi everyone! It's a pleasure to be talking to you again in our June newsletter, I can't quite believe that we're into the sixth month of 2019 already! Last month I had the honour of going to a Royal Garden Party, I went with my mum, who was super excited as only Mums can be and we had a very special and memorable day. It was wonderful to be among people whose outstanding commitment to a cause, project or life's work was being recognized. When I think about the what we all had in common that day, I believe that it's the combination of compassionate & inclusive leadership, supportive & collaborative team working and having strong organisational values that have been the catalyst for many people to go over and above the day job. It's certainly sustained my commitment over the years, the belief that in some small way I am contributing to the staff, colleagues, and service users of the NHS. I would like to thank the three Chairs of the Leadership Academies across the South for nominating me.

Two of our headline programmes finished last month, one was the Improvement Leaders Collaborative, which equipped the participant teams with the tools and methodologies to support them to be successful in a system context, and the other was Emerging Talent in Organisational Development. I was delighted to attend the review day of the Improvement Leaders Collaborative to celebrate the success of the participants and for our Deputy Director, John Monahan to lead the graduation day for Emerging Talent in Organisational Development, we congratulated our participants on their achievements and celebrated their progression as OD practitioners. This is such an important time for OD in the NHS as we support communities to transform. You can read more on these programmes later in this issue.

At the end of May, Tom Rossiter left his position of Business Development Manager at the South West Leadership Academy. We will miss Tom; he made a significant contribution during the four years he was with us, for which we are very appreciative. Nevertheless, we’re happy that he’s not going to be far away in his new role of regional programme lead for Talent Management (South West) with the NHS Leadership Academy and we wish him all the best for the future. I am pleased to welcome Nigel Roderick to the team in the role of interim business manager and we look forward to working with him.

I am excited to be able to confirm that Sandy Park is going to be the venue for our Inclusive Leadership event on Wednesday 16th October. An invitation will be cascaded soon with the program for the day and the July issue of the newsletter will also have further information about the event.

Christina Quinn
Director, NHS South West Leadership Academy

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@ChristinaQuin16

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foreword from John
Welcome to our June Newsletter.

Our theme this month is ‘Making the best of yourself’, having the opportunity recently to meet leaders working at the frontline, I’ve been struck by the range and diversity of talent that works within the NHS in the region. Some of this talent is immediately obvious and some is hidden, however, we all have natural talent - how often do we get the opportunity to pause, reflect on our talent and consider how we can make the best of our skills, knowledge and experience as leaders.

Reflective time is vital as a leader, it feeds our cycle of renewal and resilience in our challenging environment. In the past I have found taking some time to pause and reflect on wicked issues or specific challenges particularly useful, enabling me to consider how best I use the range of resources I have available - making the best of what I have to offer. I’m hoping this issue will prompt you to give yourself the gift of some dedicated time to take stock, focus on your strengths and consider how to make the best of your talent.

This month we have features on Dialogic OD, we share insights from our collaborative approach to supporting cross system improvements and we hear from stakeholders in our region, from Plymouth about their Appreciation, Civility and Excellence event that took place last month and from two participants in our Emerging Talent in OD Programme which recently concluded.

We are also introducing a new regular feature ‘it’s been a great month because...’ to share some of the achievements from the last month at the SWLA. We would also like to hear from you about why your month as a leader has been great - from this month we are inviting you to email nina.barnard@leadershipacademy.nhs.uk by the 15th of each month and our editor will make contact with you before the newsletter is published to invite your contribution.

In the meantime, enjoy this issue and have a great month making the most of your strengths!

John Monahan
Deputy Director, NHS South West Leadership Academy

@JohnSWLA
Improvement Leaders Collaborative
Delivered by Korn Ferry

Improvement Leaders Collaborative (ILC) is a high impact programme commissioned by the South West Leadership Academy and delivered by Korn Ferry. The goal of the ILC is to develop the individual and system leadership capabilities of cross-sector teams, delivering system change to improve the health and well-being of communities. Specifically, the programme aims to:

- Create a network of system leaders with the energy, enthusiasm and capability to motivate, innovate and deliver across organisational boundaries
- Fast track the development of strong system teams who operate effectively together
- Support teams to make purposeful interventions with a tangible impact on the health and well-being of communities

The ILC consists of a three day residential to support participants to build effective relationships, establish ways of working and develop skills to deliver system change; two masterclasses (applying behavioural science in health and social care with Dan Berry, and designing person centred services with Jeremy Taylor OBE, Chief Executive National Voices; monthly Impact Groups providing individualised support for each group and a Nest Steps Event to share and celebrate achievements.
From October 2018 – May 2019 the ILC supported four collaboratives in the delivery of four cross-system improvement projects:

1. Sirona Care and Health and University Hospitals Bristol NHS Foundation Trust
   
   Aim: To create one joint Community Children's Nursing service across Bristol and South Gloucester to better serve
   
   Impact of the programme: Enable us to create an effective team with clearly defined goals, roles, processes and relationships. Focussed time, wider consideration for external factors, and joint issue resolution has allowed us to deliver parts of the project that would not have been possible without the ILC.

2. Healthier Together, Bristol, North Somerset and South Gloucestershire
   
   Aim: To improve ability to meet the demand for domiciliary care across Bristol, North Somerset and South Gloucestershire through managing demand, improved supply and retention, and sustaining and building capacity.
   
   Impact of the programme: More collaborative work and time for reflection leading to better sharing of knowledge skills and experiences, greater coordination of strategic position and influence into wider system.

3. One Gloucestershire, Cheltenham Integrated Locality Board
   
   Aim: To understand the health and care needs of the people of Cheltenham and to identify opportunities to improve pathways for the benefit of people and the system
   
   Impact of the programme: Bringing together a diverse team of people from across the system has allowed us to achieve more than we could have done on our own. The immersion into the programme created a loyalty and commitment to the project and each other.

4. Forest of Dean Integrated Locality Board
   
   To consider a system wide model of frailty operating to improve services and quality of life with people who are frail or at risk of poor health and well-being due to frailty
   
   Impact of the programme: This project was about spreading innovation. The collaborative approach enabled us to do this by breaking down organisational barriers, having frank and open conversations, and holding the ‘whole’ project in mind as a group.

Spreading innovation has been challenging across the NHS, there have been some pockets of excellence whereas the system can struggle with large scale adoption. We have bucked that trend - Forest owned project rather than parachuted but work together in a different way (less formal more real - gets results - used the power of influence in a more effective way: Wise about politics joining together our own networks.

A huge congratulations and thank you to all of the collaboratives for your hard work, commitment and enthusiasm for improving the health and well-being of local communities.

Nikki Sawyer and the ILC Team at Korn Ferry
University Hospitals Plymouth NHS Trust's

Appreciation, Civility & Excellence event - Creating a Positive workplace culture

"Went away with a desire to be a better person for my team and my family."

On May 1st, 250 staff from all over the University Hospitals Plymouth (UHP) team gathered at a local golf club for the Trust’s inaugural Appreciation, Civility and Excellence (ACE) event. ‘ACE’ was the creation of the Trust’s Learning from Excellence (LfE) and Organisational Development (OD) teams and had full support of the Trust executives. The ‘ACE’ dream was to encourage participants - through provocation, inspiration and emotional connection - to think about how we can all work towards creating a more positive workplace culture by focussing on our positive core. The programme included national and local speakers (see below). But ‘ACE’ was born of something...

‘ACE’ was the culmination of a meandering 2 year journey starting back in 2017, when 2 pieces of silo working were married. The OD team had launched a Say Thank You scheme (in response to Big Conversation feedback following Staff Survey results) and 2 consultant anaesthetists - inspired by the work of Adrian Plunkett, PICU consultant Birmingham Children’s Hospital - had introduced Learning from Excellence into theatres. The essence of both ‘schemes’ was the belief that it is fundamentally necessary to show people appreciation and we needed ways to support peers to easily and formally show appreciation to each other. As a result of this union, UHP’s Say Thank You and Learn from Excellence was born. Over 3500 TYLfE nominations have now been submitted, reaching staff in over 200 discrete teams from porter to board, apprentice to senior consultant. The impact of receiving random, timely, personal, positive feedback in a thank you card has been profound for so many recipients and has been shown to impact personal morale with ripple effects far beyond.

The LfE philosophy is built on a ‘strengths based/asset focus’ and sits neatly with Appreciative Inquiry (AI) philosophy. As a result, the Trust sourced AI training and is spreading use of AI methodology in a variety of settings. A ‘strengths based’ focus, i.e noticing and focussing on what works / goes well, aligns to the concept of ‘Safety II’. Safety II proposes that in order to encourage safety, we need to understand how the whole system works and how to create safety rather than just avoid error. Safety II is complementary to the traditional approach to safety (Safety I). The learning gained from LfE nominations is one way for us to understand what is working well. The most significant learning from LfE is that what matters most to colleagues and patients/families are behaviours and non-technical skills, in particular kindness, positivity and feeling supported. This links LfE to the importance of civility and in particular the work coming out of Civility Saves Lives campaign. Over the last 2 years our LfE journey has meandered into a number of related areas all grounded in a similar ‘positive based’ foundation.

In 2017, Gemma, David and Frances contributed to the first national LfE conference in Birmingham. In 2018, the team returned for LfE2, this time bringing Steven Keith, Director of People and Claire Underdown, Head of OD in tow. All were inspired by what they saw and heard and dreamt of creating a similar event and feeling for their colleagues in Plymouth. With the thumbs up from Steven and his helpful proviso "make sure its professional!" ACE was conceived!

"What an excellent event, superbly organised with inspirational speakers, some who we are privileged to work alongside at UHP & some whose words will inspire & motivate me to always be better."

‘ACE’ proved to be an emotional roller coaster, with some ideas discussed being sensitive and painful. Alongside this, there were also times of great hilarity. Staff bonded over the highs and lows. For many, ‘ACE’, as intended, has sparked deeper personal reflection and exploration. The on day and post event buzz and unsolicited feedback has been incredible. ‘ACE’ is just one more step in UHP’s journey to develop a kinder and more positive workplace culture and it might prove to be, that May 1st was that landmark moment, taking us to our tipping point.

"The best event I have ever been to in my 27 years employed by the hospital; moving, funny, and so relevant to the way people are these days, praise and respect and caring about colleagues well-being and health. Was so well organised and delivered, please make this a yearly event!"

@lfeplymouth Frances Hannon, Gemma Crossingham, Dave Viira and Claire Underdown
Dialogic OD - an holistic and inclusive approach to transformation

Change is a constant in our world and the world of work and organisations. How we handle that change – initiating, shaping, guiding, is changing, particularly in the context of a world that is emerging through uncertain, volatile and complex conditions. In such conditions a more emergent approach to change is needed. That’s not to say that the more conventional, diagnostic top-down approach is over. It has its place but is often less suited to the complexity and emergence we find ourselves operating in. Moreover, it is harder to rally people round a plan in which they haven’t been at least partially the architects.

As consultants of change, organisational development practitioners are called upon to support the whole organisational system to find its way through the many apparent and invisible obstacles to achieving its desired culture and goals. And when facing significant and unpredictable pressures the temptation for organisational leaders, and even OD practitioners, can be to stay with a linear, A to B, almost transactional response to organisational design and change.

However, when we factor in all the variables and forces upon the system, external and internal, we see that using a different approach to supporting transformation in such complexity could be helpful.

Organisational development has largely relied on a diagnostic approach to understanding and transforming the system – much as a physician has typically worked in an objective, scientific, observer approach to understanding symptoms and therefore solutions, so too many OD practices have followed a similar path. We have relied heavily on gathering information as objective consultants and analysing it. We have supported staged, and planned approaches to change – much like the Lewin model of freeze, unfreeze, refreeze. We have guided organisations to start at the top and work down.

Change in today’s world however demands a more emergent, continuous and iterative approach – one that is truly transformational. It requires us to be in a more generative and interpretive dialogue with and within the organisation and its many parts and players. It also requires us as consultants to be part of the change and immersed within it, not standing outside on the margins.

Whether we are engaged in organisational design, or more holistic development and change, there is a growing need for us to understand the emerging dialogic OD and organisational design practices that will help us as consultants to change our own approach. In doing so, we can then support the members of the organisation and wider system to take a new and more transformative approach also. It will require courage, vision, incredible relational skills and the ability to work across diversity, whilst supporting the advance toward an ongoing and ever emerging synthesis. Leading the organisation to a self-managing and sustainable approach to new and more relevant expressions of performance.

By Lorraine Flower, Azzur Managing Director
This programme is designed to help OD professionals approach change in a different way, generating a dialogue through the organisation in which people can engage and become architects of change.

Target audience:
This programme is open to OD practitioners already operating in a mid-senior level OD role.

Programme dates, times and venue:
Module one: Tuesday, 17th September, 9.00 – 17.00, Taunton Rugby Club
Module two: Tuesday, 12th November, 9.00 – 17.00, South West House
Module three: Tuesday 14th January 2020, 9.00 – 17.00, South West House (tbc)

Delegates will:
• Understand the difference between dialogic and diagnostic OD approaches and how dialogic OD can be applied
• Understand the role of a dialogic OD practitioner as a change agent
• Be more confident about initiating and leading change in complex environments and situations
• Have developed some of the skills and techniques of dialogic OD
• Have defined some practical actions and approaches to apply in their own organisations

Facilitator:
Lorraine Flower - Alongside her 15 years as azzur’s founder, Lorraine brings 20 years’ service industry experience to bear through her senior leadership roles at British Airways (BA) and Great North Eastern Railway (GNER). She spent 17 years with BA, the last 10 in senior executive roles, followed by three years as Marketing and Sales Director for GNER leading its transformation into one of the UK’s leading train operators and creating a blueprint for employee involvement.

An MBA and Fellow of the CMI, Lorraine is a member of the Association for Coaching, holds an Advanced Certificate of Executive Coaching from Kingston University. She is an ICF Professional Accredited Coach, and is an ILM accredited Action Learning Set Facilitator. She is accredited in the use of: MBTI, Emotional Capital Report (ECR), Harthill Leadership Development Framework (LDF), Margerson McCann Team Management Profile, and Extended Disc.

Application process:
To obtain a place on this programme you will need to complete an Expression of Interest (EoI) via the link below. Once you have completed the EoI you will be presented with a link to download your application form. The application will need to be fully completed and returned to leadership.SW@leadershipacademy.nhs.uk by 5pm, Friday 28th June.

Applications received after 5pm, Friday 28th June will not be submitted for shortlisting.

Click here to express an interest
The review day for our Emerging Talent in Organisational Development Programme took place today on Wednesday 8th May at Taunton Rugby Club. During the programme, participants learnt about several new tools, skills and approaches to diagnosing and intervening effectively in organisational systems and were made aware of the body of knowledge they can access, both in terms of other resources, and within the community of practice within their organisation.

Participants, Sophie Wainright and Jacci Yuill have shared what attracted them to the programme, what key skills, areas and behaviours they have developed from participating in it, how it’s supported them in making the best of themselves and what impact it has had on colleagues, teams and their organisation.

I applied to the Emerging Talent in Organisational Development Programme with a hazy sense of what OD was. I could talk to you about the effects it had on organisations and the change I could see being enacted but the method behind the results felt hard to pin down. I knew that my experience was pointing me increasingly to interaction in Organisational Development initiatives as I developed and I applied to the programme to ‘see behind the curtain’ and to enable myself to act more proactively when dealing with Organisational Development approaches.

One of the biggest learning points from attending the programme was that I was already undertaking Organisational Development work, in a range of the projects that I was undertaking and that I was able to use a range of my existing skills as strengths when developing as an Organisational Development practitioner. The course provides attendees with the methods and the theory but at its core is the understanding of the individual as a tool, the facilitator who can help to drive successful and meaningful change in organisations.

I felt that I was able to make the best of myself by recognising and employing a wide range of skills that I had developed in others areas of my work and bringing that learning into the context of organisational development. The peer support and group learning environment influenced this a great deal for me, by building a network, developing a support system and making connections with those who at a similar stage of their OD journey as I am.

Within my own organisation, I have now led on the development of the organisation’s values and behaviours, working in partnership with staff and the leadership of the organisation to enable lived values to be developed for our organisation that our staff own and feel. This has led in turn to the development of a values-based performance management system, which moves away from the typical annual appraisal process and promotes continuous feedback on both what we do and how we do it. The programme has allowed me to mature my approach when approaching wide change and has allowed me to deepen the way in which I approach projects.

Undertaking OD before attending the course felt like putting together a jigsaw puzzle, wrong-side up. The pieces will fit together, given time and trial and error but I lacked the over-arching picture of what I was achieving. After the course I felt I had turned the pieces around, I could see how elements interacted with each other, their context and character. I am still developing as an OD practitioner, and the jigsaw is yet to be completed, but I’m enjoying the process and building my experience, piece by piece.

Sophie Wainwright, HR and Recruitment Lead Officer
NHS Somerset Clinical Commissioning Group

continued
The course appealed as I was interested in learning and development to enable change. At the time I was working as the Deputy Head of Nursing in an Urgent Primary Care provider and about to embark on the development of a Nurse Strategy to implement a skills/competence framework for the organisation. This would require managing difficult organisational issues with senior leaders to address the workforce issues and I thought that it would give me the required skills to be able to undertake this process.

To allow me to new learn skills and bring the learning back into the workplace. Primary Healthcare is changing rapidly and those who work within it need to skills to be able to facilitate learning/development and change. There has been little chance for organisational development in these areas as individual practices are small compared to their larger community and secondary care organisations. In my organisation there was no learning and development team and some was done through individual teams/aspirational leaders or Human Resources.

- I have become much more self-aware, especially regarding the affect behaviours can have on myself and others
- My Action Learning set has been one of the most important parts of my journey. I have developed skills in understanding how other personality types operate which has enabled me to have a greater understanding of my own.
- The importance of giving and receiving feedback.
- The strength of positivity, listening to the inner voice and working on negativity.
- My needs and that of others.
- The importance in the use and value of models such as the consulting cycle, change curves and behaviours/values/attitudes/beliefs.
- The value and awareness of Wellbeing and resilience and how key this is for everyone.

I now have a complete OD toolkit to work with. I am only at the start of this journey, which hasn’t been easy, but I feel comfortable that I have something to work with now. The OD Toolkit feels like a friend who has a purpose that I can go to for answers. I have also made some extremely valuable OD course colleagues who I know I can turn to for support. This has already happened as I found one of the sessions particularly difficult and received support from one of my action learning sets peers. This has allowed understanding of the situation, which I have learnt greatly from and the discussions which followed with the facilitator and OD SWLA facilitator.

I moved to a different organisation half way through the course so had to leave the project I was working on. This has enabled me to have some think time about how I can use OD in my new role as a Quality Manager. I will use my Toolkit to work with colleagues, teams, organisations to implement and changes or assist with developments/learning. I am more self-aware and have decided that I need to work on my own resilience, and the consideration of some coaching support. I will also continue to work on positivity and the setting of these goals. I have already begun to use some of the techniques on a small scale within my comfort zone with ‘safe’ individuals and groups. I can see how I will be able to use the course learning in my future work.

Jacci Yuill, Lead Quality Manager-Primary Care
Bristol, North Somerset & South Gloucestershire CCG
Learning about unconscious bias has the potential to transform the way leaders manage diverse teams, recruit staff, and engage with patients. But it is only part of the puzzle. Leaders must still develop an array of skills essential to leading diverse teams – skills such as understanding of organisational culture and challenging unacceptable behaviour.

This bespoke masterclass will place the latest thinking on unconscious bias in the context of past approaches to equality, and how leaders can overcome challenges with them. This intervention is critical for leaders to explore and understand their role in modelling fairness and in creating the conditions for more than just organisations.

**Target audience**

This masterclass is open to all levels of healthcare leadership.

**Aims and Objectives**

- Be more aware of how your leadership maintains the status quo and helps discrimination survive
- Understand how you can do more to disrupt and challenge discriminatory behaviours
- Understand how you can hold yourself to account for your responsibilities to all your staff
- This is an opportunity to explore how you lead in ways that address unfairness
- To do this, it is useful to be curious about yourself and to gain more insight into your own behaviours
- Leaders have the opportunity to learn and model this learning for others to follow

**Facilitators**

**CHERYL GARVEY, MA**

A former CEO of two youth-focussed charities, Cheryl has worked with brap for over a decade in the delivery of its training and development portfolio. Cheryl is part of brap’s facilitation team and, most recently, assisted with the provision of unconscious bias training for the NHS. In this capacity, she has delivered workshops to over 400 people across 10 different NHS trusts in the last year. Cheryl has also facilitated a number of board development sessions, seminars, and workshops for organisations including Homerton NHS Trust, Tower Hamlets CCG, and Barking, Havering and Redbridge University Hospital Trust.

**JOY WARMINGTON, PhD, MSc, Cert Ed, DTM.**

As CEO of brap, Joy has developed new programmes such as Let’s Talk About Race (which helps people overcome some of the paralysis that emerges from fear of ‘race’), and Inclusive Recruitment (a programme that focusses on how bias can interrupt efforts for a fairer recruitment process). Joy’s area of expertise is leadership and organisational development and she applies this lens to the work that brap does with boards and leadership teams. Joy has been the lead on much of our culture change work, and has worked with many organisations (for example: St Georges NHS Trust, East London NHS Trust, and East Cheshire Trust) on their culture change ambitions.

**Terms and conditions:**

To obtain a place you will need to register via the link below. Places will be allocated on a first-come, first-served basis.

There is no fee to attend this programme, by registering you will be signing up to a cancellation charge of £150 for non-attendance unless you notify leadership.SW@leadershipacademy.nhs.uk 10 working days in advance of the event date or your attendance is deputised.

[Book your place here](#)
There is currently little NHS provision for the development of NHS non-executive directors (NEDs) beyond the initial induction and briefing they receive on appointment. Our research reveals that NEDs would strongly value a development opportunity. In response to this demand and a focus group to determine the focus, style and content we are staging a two-day advanced NEDs programme.

The programme will help NEDs explore their contribution to NHS boards in the context of the development of STP/ICS working and the inevitable tensions arising from that.

**Target audience**

This NED development programme is highly suitable for all NEDs (including chairs) of NHS organisations. It is also appropriate for NEDs of Community Interest Companies (CICs) and elected leaders of Local Authorities.

**Programme dates & times:**

- Tuesday 10th September, 10.00 – 16.00 at South West House, Taunton (tbc)
- Friday 18th October, 10.00 – 16.00 at South West House, Taunton
- Participants are expected to attend both days.

**The learning content and outcomes:**

- Explore the current landscape of change in the NHS through the lens of a non-executive director. Understanding today's context is a core element of senior leader's work.
- Reflect on the importance of independent perspective provided by NEDs on the statutory, strategic and cultural integrity of NHS Organisations. Given the NHS systemic change underway NEDs can be both powerful and effective in ensuring local citizens are appropriately involved in the new ways of delivering services.
- Explore the range of attributes required of a NED for a public organization
- Improve understanding of group dynamics on the social processes inherent in effective board functioning. This includes examining in detail the behaviours and skills required for effective and constructive challenge and improving the quality of NEDs presence on the board
- Consider the ripple effect of board behaviours on NHS organizational culture using real life examples from the last decade including “how it can all go wrong without anyone apparently noticing”
- Examine the tension between governing sovereign organizations and contributing to the local health and social care economy via STP and ICS frameworks
- Bring pertinent questions and themes in a safe environment for fellow participants to consider and discuss
- Examine the nature and role of relational leadership, key relationships and relationship building on the board – with executive directors, CEOs and chairs, and other organizational stakeholders
- Look at the tensions inherent across the key duties of strategic direction, statutory oversight, monitoring risk and performance evaluation
- Build a helpful network of NED contacts in the South West to support systems change work.
NON-EXECUTIVE DIRECTORS
Advanced Board Dynamics and Development
Where: Taunton   |   Date: 10 September & 18 October

Facilitators

MARTIN FISCHER
Martin spent 18 years at the Kings Fund before setting up as an independent consultancy. He has worked with non-executives and Boards for over 25 years. He ran development programmes for non-execs for the Kings Fund, designed and ran the first leadership programme for non-execs and elected members from the same geographical patch and has run BME non-exec development programmes for Arts and Business. Most of his work is OD and often involves facilitating Board meetings through complex decision processes. Martin has a strong systems focus and has done a lot of work with Boards on genuine partnership models/integrated care and the governance implications of working collaboratively. Martin has run numerous CEO and Director programmes and has a deep understanding of how the ‘other half’ of the Board experience the role.

JIM HANBURY
Jim founded Exeter Leadership Consulting in 2010 and has directed, designed and delivered leadership development programmes every year since on behalf of the NHS Leadership Academy. He coaches senior leaders across all types of NHS organisations and consults and provides OD solutions on executive and board development. He is currently working with a few STP/ICS health economies on senior team organizational development and governance framework issues. He has previously run master classes on board dynamics for chairs and CEOs in the NHS. His formative business experience was in the private sector which included Unilever and Norsk Hydro. He is qualified in board dynamics through the Tavistock Institute, has an MA in Leadership Studies and is a fully qualified member, by examination, of the I.C.S.A: The Governance Institute. He has a wide range of other licenses and accreditations which he uses in the service of his clients

Application process
To obtain a place on this programme you will need to complete an online application. The online application can be accessed by following the ‘click here to apply’ hyperlink below.

The online application will need to be fully completed and submitted by **5pm, Friday 28th June**.

We aim to notify applicants of their outcome within two weeks of the closing date.

For more information please contact the team on 01454 252 719

Click here to apply
Our three day Facilitating Creative Problem Solving course took place this week at Dillington House in Somerset. It was an intensive, skills-building experience, where participants learnt to facilitate creative problem solving in groups and it was highly experiential. Participants took turns in three roles, working as part of a learning 'lab', which were:

1. Facilitating the group, and learning to use a series of creative problem solving tools.

2. Being a problem-owning 'client', and bringing to the group a challenge that needs the ideas of others.

3. Being a member of the ‘resource group’ – the group that generates and shortlists ideas to help solve the client’s challenge.

During the course, participants learnt to work through the divergent and convergent phases of a creative problem solving process. They learnt:

• 12 idea generation and selection tools.
• 8 rules for effective divergent and convergent thinking.
• Effective facilitation tips and practices, to enable groups to develop novel and useful ideas.
• Their preferred problem solving style, and how this is likely to influence their approach as a facilitator.
• To optimise their strengths and adapt their approach to group creative facilitation.

The programme was facilitated by Rob Sheffield. Rob is an experienced organisational development professional with 25 years’ experience of enabling change in organisations. He has held management roles in the publishing, direct marketing, education and aerospace sectors. Rob has been running his consultancy business since 1999, working nationally and globally across private, public and community sectors. He has just written the book “How Leaders Learn to Boost Creativity in Teams: Innovation Catalysts”, which contains real-life cases from healthcare, technology, law and education.

I learnt about myself, learnt tools and techniques and felt comfortable participating and facilitating a session.

Lots of tools I can easily apply in different settings and situations.

Great delivery at a pace that suited the whole group.

Really supportive and considerate style of delivery- everyone felt valued.
GMTS ALUMNI NETWORK EVENT
Where: EY Bristol, The Paragon, 32 Counterslip, Bristol, BS1 6BX | When: 11 July, 18:00 – 20:30

About this Event
The South West GMTS Alumni Network is returning for its summer event!

Join us in June for a conversation with...

PETER HOMA,
Chair of the NHS Leadership Academy
Peter will be talking about his leadership journey from NHS Graduate Trainee to Chief Exec to Chairman.

PROFESSOR DAVID OLIVER,
Consultant Geriatrician, Clinical Vice-President of the Royal College of Physicians and King's Fund Visiting Fellow
David will discuss why focusing on population health and older people is a game changer for the NHS

Food and drink will be provided on the night. We look forward to seeing you there!

South West GMTS Alumni Network

Find out more about leadership development opportunities available with the South West Leadership Academy by contacting the team, Monday-Friday, 9am-5pm on: 01454 252 719

We would be pleased to talk to you!

Or email leadership.sw@leadershipacademy.nhs.uk at any time.

Book your place here
MAY HAS BEEN A BRILLIANT MONTH BECAUSE.....

- Improvement Leaders Collaborative – learning event
- Representation SW Student Leadership Conference at Plymouth University
- Resilient Leadership programme started in Taunton
- Two day Non Executive Director offer started
- Representation at Dorset Healthcare University NHS Foundation Trust
- Emerging Talent in OD review day
- EMCC Accredited Mentoring Programme
- Resilient Leadership programme started in Taunton

The Rosalind Franklin Programme
The Rosalind Franklin programme aims to help shape middle leaders’ knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.

Applications are open for cohorts starting later this year and there is a Taunton cohort.

The deadline for applications for the Taunton cohort is Friday 28th June.

The programme supports participants to be outstanding innovators, leaders, and team-members. Evidence shows that outstanding leadership in health and care has four key aspects: compassion, inclusion, collaboration, and knowledge of improvement skills and how to apply them. It encourages participants to ask, and answer, fundamental questions that will support them to become an outstanding leader.

The programme is nine months long and leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

Download the eBook from the NHS Leadership Academy website for more information, including programme dates and how you can apply, or phone the NHS Leadership Academy: 0113 322 5699.
UPCOMING EVENTS

All our regional events are managed by the South West Leadership Academy. We attempt to base events centrally to the region, however this isn’t always possible taking into account our geography. All events are managed on a first-come, first-served basis unless stated otherwise. Please note cancellation fees may apply for non-attendance, please check booking terms and conditions upon registration.

WHY NOT JOIN US AT OUR NEXT EVENT?

OR GET IN TOUCH FOR MORE INFORMATION BY CONTACTING

leadership.SW@leadershipacademy.nhs.uk

To book your place on any of the events above please take a look at our dates for your diary page and follow the ‘book now’ links.

www.southwestleadership.nhs.uk/dates

The Essence of Leadership - Managing Change
14 June | South West House, Taunton

Pacesetter Series C2 - Leadership Narratives
17 June | South West House, Taunton - MR 1 & 2

Coaching Skills for Leaders
18 June | South West House, Taunton

ILM 7 Coaching and Mentoring Cohort 2 M2
18 June | Taunton Rugby Club

Facilitation Skills Webinar Cohort 2
20 June | Virtual - WebEx

OD Mindset for Practice Managers (2 days)
20 June | South West House, Taunton

PG Cert in HLM (Exeter) M4 (24th - 28th Jun)
24 June | Exeter University

System Consulting Skills, NHS E/I - M4
25 June | Novotel, Reading

Resilient Leadership M3
26 June | Taunton Rugby Club

System Leadership at the Frontline, C2, M2
27 June | South West House, Taunton - MR1

The Essence of Leadership - Influencing in a Systems Context
27 June | South West House, Taunton

Facilitation Skills Webinar Cohort 2
28 June | Virtual - WebEx

SAVE THE DATE
Inclusive Leadership event, Wednesday 16th October, 10am-4pm, Sandy Park.
JOIN THE CONVERSATION!
If you would like to see anything in the next edition of our Newsletter, or have anything to contribute, please get in touch at:

leadership.SW@leadershipacademy.nhs.uk

COMING SOON.....

Relationships