Leadership
OUTLOOK

Community of Leaders

www.southwestleadership.nhs.uk
Welcome to our first edition of Leadership Outlook for 2020, at the beginning of the year I wrote a ‘to be’ list rather than a ‘to do’ list and as the new year rolls on, I have had some time to think about what that might look like so here are my thoughts so far:

• Less impatient- I do like to do things at break neck speed so I am going to be less in a rush and appreciate the here and now
• Strong- and that’s my way of saying I have registered for several 10K races (although race for me is completion!), I have been stuck at 7K now for a long time so that final push is about being strong, not fast, not winning but strength!
• Open to new ideas- I love ideas and I can get really carried away with them, especially if they are mine of course, so I am going to apply that enthusiasm to the ideas and concepts of others and challenge myself to be surrounded by ideas from those who have different stances from me
• Be driven- in both work and home to challenge inequalities and model relentlessly the culture behaviors I want to see
• Measured- seek to understand first before I jump in with ideas, solutions or comments
• Show up whole- be more me at all times, be brave, be clear and stick to my values, support others to do the same, making time for the things that are important to me outside of work and also making time for things that are important to me inside work and knowing what they are.

I think that’s a good start for me, there are many more things but for now I will work on being more of those above, I know it won’t be easy- it’s not easy is it!

I wanted to share with you a picture of my dad and nephew Ben in celebration as my dad won the deciding game of snooker against his very confident grandkids, who all told him he didn’t stand a chance! With support from the crowd, who were very loud and some coaching from Ben, not only did he beat them once, but twice which called for the extension of best of three to best of five (this was declined!). With careful coaching from Ben, determination from my dad, support from others, victory was secured! You are never very far away from teamwork!

To keep the celebrations going, I would like to introduce our annual stakeholder event Leadership Pride which will be taking place on 19th March at Sandy Park in Exeter. We are calling it ‘Leadership Pride’ as the day will offer a festival feel to celebrating all things leadership and what NHS leaders have to offer. Sometimes I feel we are given a hard time as NHS leaders and whilst Leadership Pride will be challenging, thought provoking and engaging, it will also celebrate the fantastic leaders we have in the South West. To find out more, please take a look at the Leadership Pride feature within this edition of our Leadership Outlook.
Welcome to the January - February edition of Leadership Outlook. I hope you’re well into the swing of 2020 and keeping to all of your new year resolutions. This is a great time to reflect on where you will place your energies and focus for the year ahead. Whilst this is the most pressured time for our frontline services, I hope you’ll make the opportunity to pause and consider how to maximise yourself as a leader throughout this year.

As we are fast approaching March, we would like to introduce our new Graduate Management Trainees who will be joining us in March 2020. The GMTS scheme has been in place since 1958 and has supported many inspirational leaders. Our GMTS alumni have created a strong community to which our new trainees will be welcomed into on 13th February during their Informal Welcome Event, we hope you all have a great day and look forward to meeting you all.

This edition showcases our recent Speaking-Up, Listening-Up workshop and the Resilience workshop which has been very well received. We are collating expressions of interest for future workshops so please do submit your details if you would like to be informed if we run repeat workshops.

We are also delighted to announce we are recruiting for another cohort of Theatre of the Board. This cohort is specifically targeted at senior level leaders, those preparing to move into executive roles and who want to continue to build their confidence and performance at Board. Applications will be closing at the beginning of March so please take a look at the feature within this newsletter and express an interest to obtain your application form.

To follow on from Christina’s introduction, I would also like to highlight our annual stakeholder event, Leadership Pride. We have a fantastic line up of speakers and we will be hosting a marketplace during the day to put the spotlight on popular topics such as: Regional Talent Board, GMTS and System Leadership.

I hope you enjoy this edition of Leadership Outlook.
Leadership PRIDE
A celebration of leadership

Sandy Park, Exeter 19.03.20 9:30am – 4:00pm

We are taking a different approach this year by exploring the benefits of leadership and leading through examples of pride in our work. We will concentrate on the pride we all have from being an NHS leader, which is self-sustaining and motivating: leadership through our programmes and individual’s leadership journeys as well as directly looking and seeking out the challenges leaders face and the change we can make happen.

That’s not to say the day won’t address the complex and challenging environments we and our teams are working in, but we want to offer an uplifting experience to those working with such complexities through celebrating the best in the South West. We also look forward to welcoming our keynote speakers who will share their perspectives on pride in Leadership.

Throughout the day there will also be a marketplace comprising of SWLA, GMTS, the South West Regional Talent Board, the SWLA systems leadership offer and the NHS Leadership Academy for you to visit.

KEYNOTE SPEAKERS

NIGEL OWENS MBE
Leading International rugby referee

Dr Kate Allatt
International Author

Mike Martin
Art of Brilliance

Nigel believes that life experience builds stronger leaders and will be sharing his own experiences in dealing with difficult times, dealing with adversity, as well as dealing with mental health issues and inclusion as a gay man.

After recovering from a catastrophic brain stem stroke and Locked in Syndrome, Kate went on to found the Fighting Strokes charity of which the world’s first Stroke Survivor Day originated. Kate will touch on her pride in being a leading, worldwide advocate, influencer and disrupter within the stroke establishment.

Mike will talk about how we can bring a little more brilliance to the workplace through the pride we have from being NHS leaders.

ANN JAMES
Chief Executive, University Hospitals Plymouth NHS Trust

Christina Quinn
Director, NHS South West Leadership Academy

Andrew Foster
Interim Managing Director, NHS Leadership Academy

Places are now fully booked
To add yourself to the waiting list please follow this link

https://healtheducationyh.onlinesurveys.ac.uk/waiting-list-all-regional-offers

#SWLA_PRIDE
On Wednesday 29th January at 7.00pm we hosted our first Twitter chat, which was focused on being proud to be a leader in the NHS.

Our intention was to start a conversation about what it feels like to be proud as a leader within the NHS – and how that extends to feeling proud of others you work with. Equally we hoped to draw attention to our Leadership Pride event on 19th March.

As a relative novice on Twitter, I was in the hands of our fantastic SWLA team in helping me to prepare – I didn’t know what to expect or the actual mechanics of getting involved in a ‘chat’ on Twitter. We spent some time in advance as a team, planning and preparing – and we made the decision to physically get together for the chat itself, which was really helpful – as typically I had some technical questions as we got going and it was great to have a colleague next to me to provide some guidance!

For our first attempt I think we did well, as a team we learned a lot from the experience, from the logistics to how we ask meaningful questions through social media. I am proud that we are already considering our next Twitter chat and how we engage more people and get the dialogue going – why don’t you join the conversation next time?

“How do you let your team know you’re proud of them?”

“How do you remain proud to be an NHS Leader when times are challenging?”

PLACES ARE NOW FULLY BOOKED
To add yourself to the waiting list please follow this link

https://healtheducationyh.onlinesurveys.ac.uk/waiting-list-all-regional-offers

#SWLA_PRIDE
Joining the NHS Graduate Management Training Scheme gives you every opportunity to have a far-reaching and positive impact on the health of the nation - even while you’re training to become an NHS leader of the future.

When you join one of our specialisms, you’ll gain an in-depth insight into the workings of a much-loved, vitally important organisation - and see how every area works together to put patients at the heart of everything we do. You’ll learn from a wide variety of NHS professionals - both clinical and non-clinical – and from patients and their families too. Your work will change processes, inform big decisions, make vital savings and improve lives. As well as growing your understanding, experience and knowledge, you’ll build and grow a professional and social network – gaining both skills and friends for life.

Welcoming the South West Graduates, March 2020

Annie Avery
Royal United Hospitals
Bath

Emily Craig
Gloucestershire Clinical Commissioning Group (on behalf of ICS)

Miles Fortune
Great Western NHSFT
Swindon

Ffion Griffiths
Taunton and Somerset NHS Trust

Jasmine Hughes
Royal Devon and Exeter NHS Foundation Trust

Fergus Laity
Royal Cornwall Hospitals
NHS Trust

Sally Magee
University Hospitals
Plymouth

Charlotte May
Somerset Partnership

Kathryn McIntyre
Royal Devon and Exeter NHS Foundation Trust

Donna McMahon
Cornwall Partnership NHS Foundation Trust

Rebecca Peers
University Hospitals
Plymouth

Polly Pellegrini
Torbay and South Devon
NHS Foundation Trust

Laura Rolfe
Taunton and Somerset
NHS Trust

Zach Sullivan
Avon and Wiltshire Mental Health Partnership NHS Trust

Anna Taylor
NHS Blood & Transport

Rebecca Weston
Great Western NHSFT
Swindon

Sophie Whitfield
North Devon District Hospital
17 Trainees
13 Host Organisations
Across 6 STPs/ICSs
Hosting a Trainee

We are now seeking host organisations that can provide exciting and stretching placements for the trainees who will be starting with us in September 2020. We will be looking for placements in the South West that can host across all 6 specialisms:

- Finance Management needs to lead the way in helping the health service tackle financial challenges to get the best value for money and ensure we spend more on delivering our vital services to patients.
- General Management colleagues work on the front line ensuring services are managed and delivered in the best possible way for patients.
- Health Analysis add value to data by providing insight and evidence, and data-based products to support decision-making in the NHS for the benefits of patients.
- Health Informatics Management is the lifeline that ensures everyone has the information they need to make informed decisions for the benefit of patients.
- Human Resources Management make sure we have the best workforce to deliver the best patient care, and to tackle the unprecedented change we’re going through.
- Policy and Strategy Management create programmes that improve patient care through evidence-based policy, systems thinking and strategy development.

Our submission process, to host a trainee in September 2020, will be open shortly. If you would be interested in being contacted regarding the steps to take and the commitment required from your organisation please contact: zoe.spittle@leadershipacademy.nhs.uk.

If you haven’t hosted a trainee before and would like to understand more about the financial contribution and requirements for offering a placement please contact our GMTS lead: zoe.spittle@leadershipacademy.nhs.uk.

This really is a fantastic opportunity to support future leaders starting their career journeys, but don’t just take our word for it:

"Being a programme manager is very rewarding and in particular I have felt really privileged to be able to support my trainees to help them to develop strategies for dealing with communication, personal, work and academic challenges."

Linda Gabaldoni, Head of Organisational Development and Improvement
Gloucestershire Care Services NHS Trust

"The trainees themselves give high-quality fresh eyes on the way we do things in my teams.
So it really is a win-win."

Jo Davis, Experience Programme Manager
Royal Cornwall Hospitals NHS Trust

"I think the two most important things, though, are treating every trainee as a unique individual, and making sure you have identified fantastic Placement Managers who are committed to making it a success."

Linda Gabaldoni, Head of Organisational Development and Improvement
Gloucestershire Care Services NHS Trust
INCLUSIVE LEADERSHIP

Diversity is a reality, inclusion is a choice: how Inclusive leadership can make a real difference

Byron Lee, Value Added Learning

If you are like me you might remember sports days as a child and the waiting to be picked for a team. The mixed feelings ranging from concern that no one will pick us to the relief when someone calls out our names. Being social creatures this should not come as a surprise. The need to have a sense of belonging, whether as part of family, group of friends, work colleagues or as part of wider society, is strong and also plays a big part in our wellbeing.

Feeling left out not only leads to unpleasant feelings it also impacts on our motivation, effectiveness and even our health. So in the workplace when we act in ways that enhance people’s sense of belonging, sense of value, and even their visibility, we do so in the knowledge that we are building an inclusive culture and making a tangible difference in many important ways. For example, inclusive cultures enable staff to openly share ideas and resources within a spirit of mutual trust that can lead to greater creativity in response to complex problems; it can help us make best use of available resources in challenging times; and it can ultimately contribute to enhancing our sense of teamworking and collaborative practices.

Creating inclusive cultures requires several things including effective leadership. And in practice that means leaders role-modelling inclusive ways of being (e.g. listening, valuing, trusting, compassion); engaging with teams and colleagues with an open and collaborative style; and being actively committed to addressing inequality and unfairness within their own practices, the practices of other and the system. It can be challenging work. Yet in my many years of experience, leadership that makes a real difference to the working lives of the people around us is both an invaluable skill and an act of human kindness.

• Inclusive leadership is key for anyone wanting to build individual, team and organisational engagement, commitment and wellbeing

• Inclusive leadership involves paying attention and responding to the needs of everyone and thus building a fair and just culture

• Cultivating our natural compassion for all is a key part of inclusive leadership

• Inclusive leadership helps build a sense of belonging and trust within teams and organisations

• Inclusive leadership leads to valuing diversity and helping to get the best from the people around us

• Attending to our working relationships is a key part of inclusive leadership

Our Inclusive Leadership Masterclass is currently fully booked however, if you would like to be notified of repeat sessions, please follow the link below and submit your details:

https://healtheducationyh.onlinesurveys.ac.uk/waiting-list-all-regional-offers
THEATRE OF THE BOARD

The Theatre of the Board is a programme aimed at senior level leaders and for this cohort, those preparing to move into executive roles who want to build confidence in their performance at the Board table.

The programme took participants on a journey of self-discovery and explored how they could maximise their impact through authentic performance in the Board setting.

An effective Board is an essential driver of performance in an organisation and plays an important role in the strategy, culture and relationships. Identifying a need for development in this very area, Christina Quinn, the Director of the Leadership Academy, commissioned a programme to support Executive Directors in the South West realise the potential of their boards.

The Theatre of the Board programme is a transformational approach that uses the principles of Carl Rogers Person Centred Therapy to integrate leadership development best practice with an insightful therapeutic lens.

A simple check-in and check-out at the start and end of the day created a place of psychological safety. Participants gained an insight into their motivations in the workplace and then worked with behaviour coaches using simulations to try different styles and approaches whilst understanding their triggers in the Board setting. At the end of the programme, attendees saw significant changes in their confidence, self-awareness and all had the courage to become a more effective in the Board setting.

The picture is Cohort three, who completed the programme in November 2019 and were a joy to work with on their journey.

We are pleased to inform you that cohort four details have been released. Please take a look at our website via the link below:

https://www.southwestleadership.nhs.uk/offers/theatre-of-the-board/

“The course itself met all my expectations - I now need to work on my own expectations”

“Very relevant and at the right time”

“Very focused on the role of an Executive and how you use your strengths to your advantage”

“Excellent content, pitched at right level, but tailored to our needs as well”

Speaking Up, Listen Up
SPEAKING UP, LISTEN UP

Participants learnt practical ways to make a difference to who gets heard – and what they as individuals can do to hear others and be heard.

The workshop gave participants greater understanding of the barriers to the free flow of communication - and some tools and strategies for lowering the barriers and finding their voice.

Speaking up and listening up – creating cultural norms that make an organization work

By John Higgins, Kira Emslie and Ben Fuchs, January 2020

The lifeblood of any organization is in the quality of the ordinary conversations that people have as they go about their daily work. How safe do people feel to say what’s on their mind and speak-up freely about the good and not so good things that are catching their attention? In health organisations the ability to have these unguarded conversations directly impacts on both patient safety and staff experience.

Of course, for people to speak up, they need someone who’s listening. Our research suggests that the relationship with a direct line manager is a key factor in people deciding if and when to speak up. People speak up when they trust that someone with more power than they perceive they have really cares about what’s on their mind, will take what is said to them seriously and take action when action is needed (or explain why action hasn’t been taken).

In our experience, most senior leaders want to listen to people up and down the hierarchy, but are unaware of how they can make this more or less difficult for people. One challenge for them is to recognise and accept that they’re probably experienced as scary by those who are at junior levels – and then doing something about it. This means, for example, choosing times and places which work for others and making the experience less intimidating. Simply expecting people not to be scared of you won’t help. Too much deference to authority is a risk that needs active mitigation.

When people feel able to speak their truth and trust that their truth will be heard, it forms the basis for a healthy organizational system. Leadership plays a critical role in helping such a system develop. Here are three things any leader can do to help get people to speak up more freely:

1. Ask for help. Admit you don’t know everything and make it clear that you need everyone’s contributions to get the best results.
2. Express appreciation when people do speak up. Acknowledge their concerns and the importance of them speaking about it.
3. Destigmatize failure. Recognise the difficulty in delivering what might be bad news. Offer support to make sure it’s a positive experience for them.
SPEAKING UP, LISTEN UP

Participants learnt practical ways to make a difference to who gets heard – and what they as individuals can do to hear others and be heard

Making it safer for others also means working with our own human fallibility, accepting that we all get it wrong sometimes. We may use words that are less well-chosen than they could be. Or cut people off because we’re busy and have other things on our mind. What matters is that we notice when we get it wrong, acknowledge it and put things right by apologizing (and meaning it!).

Speaking-up and listening-up is at its heart about paying attention to our relationships with colleagues across all parts of the health system. Relationships can only work when we take their importance seriously, prioritise them and understand that we can’t demand that a relationship works in a particular way. We are all unique and relationships have to work with that uniqueness. Formal rules give a sense of what’s expected, but then it’s up to all of us to work with our own and each other’s idiosyncrasies to create a healthy culture that is rooted in respect and understanding of people’s day-to-day reality.

If you’d like to find out more about what it takes for people to speak up and listen up at work please follow the links to the following pieces: https://hbr.org/2018/04/do-you-have-advantage-blindness and https://hbr.org/2019/07/managers-youre-more-intimidating-than-you-think which might provide some food for thought.

"I will utilise these skills from today - my colleagues wont recognise me"

"Very interesting and thought provoking"

Learning point: Range of skills to try out and reflect and share with others through supervision and informal discussion

Learning point: Really opened my eyes into not only how I come across but how I receive others
RESILIENCE: YOUR MINDSET; YOUR CHOICE

Last September, Rebecca Howard FRSA, creator of the programme, ‘Resilience: Your Mindset; Your Choice’, delivered the programme to colleagues in the South West. It is an empowering mindset workshop with a proven track record in changing attitudes and behaviours around stress, based on its new psychotherapeutic programme. Participants shared the immediate impact the programme had on them, to hear their reflections please click on the link at the end of this article.

‘Resilience: Your Mindset; Your Choice’ is a practical, challenging and empowering mindset programme developed around a new psychotherapeutic model of change, based on our ‘ABLE’ model.

The programme helped participants understand that they are ABLE to create a resilient mindset, that it is a choice whether or not to be to be resilient, and that it is their mindset approach to a situation - not the situation itself - which determines whether they are resilient.

Since January 2016 the programme has already been successfully rolled out to over 2000 attendees from both diverse and targeted clinical and leadership audiences from various NHS organisations, a number of which are now rolling out the workshop across larger staff groups.

In terms of impact, after just the 3-hour session an average of around 98% of delegates report an immediate positive impact on issues such as self-awareness, positivity and self-compassion, and post-session anecdotal evidence of its long-term benefits to delegates has led to the commencement of a longitudinal study of its impact and benefits to the NHS.

Learning point: Recognising my own personal resilience and emotional state and supporting my team in recognising theirs.

Learning point: Reframing thoughts to the positive is achievable personally and in an institution

Please click here to watch a video with participants reflections on the workshop.
South West House

Many of you will be familiar with South West House in Taunton, it is the office base for the South West Leadership Academy and it is also where we run a proportion of our programmes, workshops and masterclasses.

Those of you who have participated in one of our events at South West House will be aware that there is no parking on site – this is reserved for NHS staff who are based at the building - we appreciate this can be frustrating, there is parking available for a small fee in the Holiday Inn Express which is a short walk from the building.

We continue to use South West House as it provides us with a low cost venue to deliver development activity. This means that we can use more of our budget to invest in running and delivering development programmes instead of paying for external venues. Each year we save an amount equal to running a 3 day leadership development programme for 48 participants by using South West House. Whilst it may not be perfect – it enables us to offer development to a greater number of NHS leaders.

We would encourage you to continue providing us with feedback on all of the venues we use – your experience of our venues is important to us and ensures you are making the most of your development opportunities.

WHY NOT JOIN US AT OUR NEXT EVENT?

OR GET IN TOUCH FOR MORE INFORMATION BY CONTACTING leadership.SW@leadershipacademy.nhs.uk

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.

UPCOMING EVENTS

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<td>Inclusion Network event</td>
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<td>Coaching Skills for Leaders</td>
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Please take a look at our dates for your diary page and follow the ‘book now’ links.

www.southwestleadership.nhs.uk/dates
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