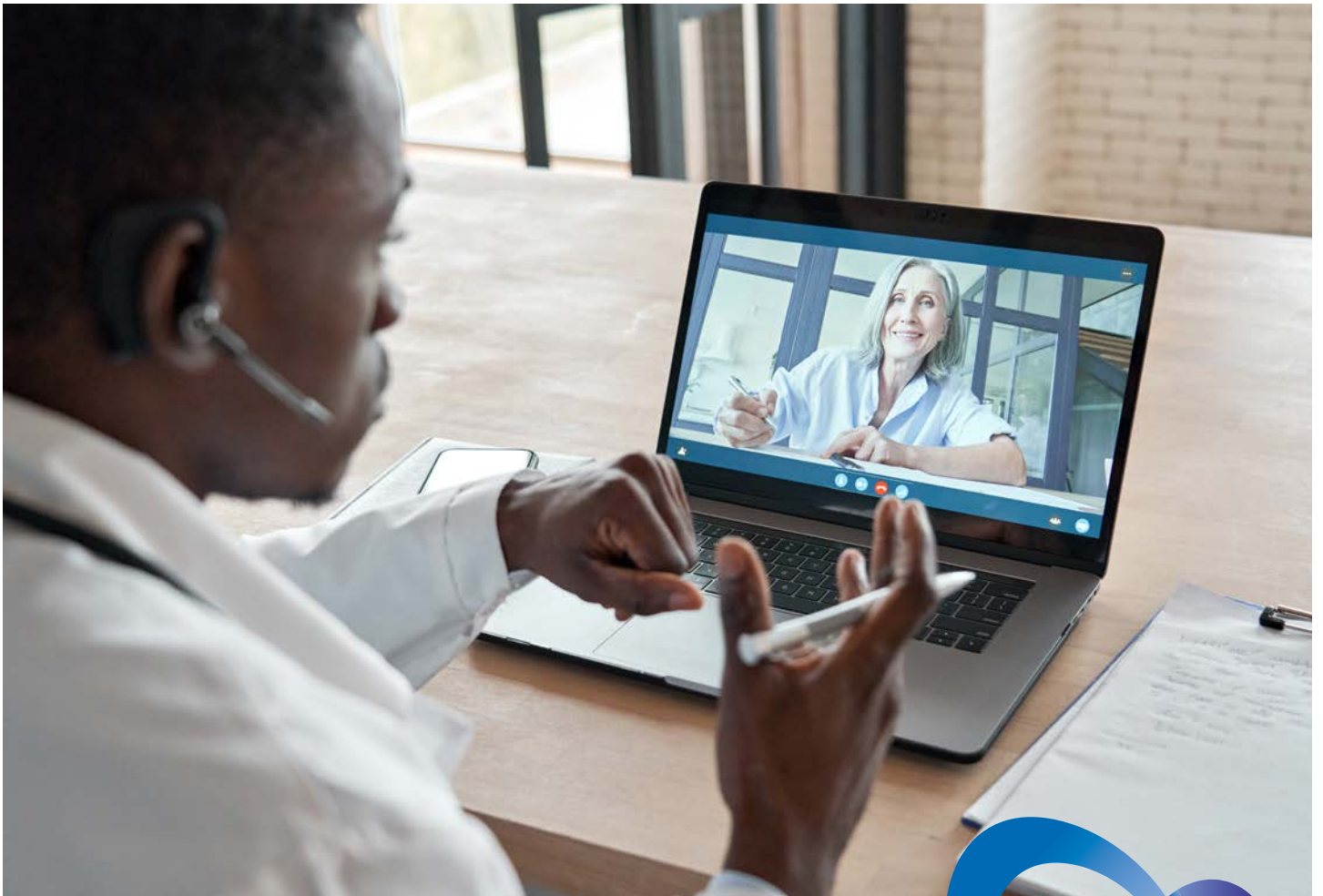


---

Leadership

# OUTLOOK



# Christina Quinn (pronouns, she/her)

Head of the South West Leadership Academy (SWLA) and Leadership and Lifelong Learning



@ChristinaQuin16

Welcome to our Leadership Outlook, the start of 2021 has been challenging for us all but one thing that has remained consistent is the commitment our NHS people have, who are continuing to demonstrate, by going above and beyond every day to respond to the global pandemic. I have had the privilege to be deployed in part to the vaccination programme and I am seeing daily the efforts of so many of you, be that frontline staff or those of us supporting our colleagues. It's nothing short of miraculous what's been achieved in such a short time.

Our role within the South West Leadership Academy is to support our NHS people. We have recently been consulting and listening to your feedback and taking into consideration views from across the region, we have taken the difficult decision to pause some programme activity, and in particular workshops which require more than 2 hours attendance commitment for the next 12 weeks. This decision has been taken in relation to both national and regional Leadership Academy programmes. We know that our work supports the delivery of outstanding leadership and leaders but we also know how pressurised you all are and by pausing giving you all a chance to recover and engage better in the near future. Your feedback is also telling us that a limited portfolio of our offers will provide valuable support to colleagues throughout this time and with a focus on supporting health and well-being these offers will therefore still be available in short, bitesize sessions. Further support through coaching and mentoring will also be continued, where possible our offers will provide valuable support to colleagues throughout this time and these will therefore still be available in short, bitesize sessions. Further support through coaching and mentoring will also be continued, where possible.

Within this edition of the Leadership Outlook, we outline a number of resources, coaching sessions and bitesize learning to support you during this time. I'm pleased to also introduce you to two new members of the team, Chris Burling, Senior Leadership Development Manager and Lucy Peach, Leadership Development Manager. Both Chris and Lucy have been such a fantastic addition to the team, bringing some fresh and new ideas which is really invigorating and will be of great benefit to our portfolio of opportunities for the region in 2021. We also highlight the ongoing support via #ProjectM. As well as health and wellbeing support, you will find "bitesize" learning and connecting spaces, which may be of support to you and your teams at this critical time.

It is our primary concern that during this time, we are able to support you in the most effective way possible. I would welcome you to continue to contact us at [leadership.sw@leadershipacademy.nhs.uk](mailto:leadership.sw@leadershipacademy.nhs.uk). We are here to support you and will continue to do so.

Best wishes,

Christina

Meet the **Team**



## Meet the Team: In conversation with....



Chris Burling (pronouns: he/him/his)  
Senior Leadership Development Manager



Lucy Peach (pronouns: she/her)  
Leadership Development Manager

Tasmin Richardson (pronouns: she/her), Leadership development Coordinator

Welcome, Chris and Lucy to the South West Leadership Academy! It would be great if you could tell the readers a bit about yourselves.



Thanks Tas, I'm delighted to be here and working in the NHS – my wife is a Children's Nurse, my sister is a Midwife, and we have many friends who work in different parts of the NHS. I have always wanted to contribute to this wonderful institution, and it's a fantastic opportunity - you can tell, I hope, that I'm deeply excited, and proud, to be a part of the SW Leadership Academy.

My background spans a few different areas; I come from a farming family and grew up in Cambridge surrounded by hundreds of cows and acres of crops, and my two brothers still work on the family farm with my parents. I never quite got the bug at an early age, although I love returning home now to help out whenever I can, and my two young children adore the farming environment; I was too interested in books and sport, and my ambition was always to be a writer (I have never cracked the ability to write my book, but I hope it's coming!).

Following a BSc in Social Science, as is typical of many liberal arts graduates!, I ended up working for a furniture business, fitting kitchens and labouring, before I committed to developing my interest in people development to work as a coach, both here and abroad, and then coach developer and teacher. Progressively, as I spent more and more time thinking about the conditions for learning as opposed to coaching, I was inspired to become an educationalist, rapidly moving into design and educational management leading various multi-disciplinary teams. I then took the opportunity to develop my expertise at HE level by joining the Senior Team at the University of Bath High Performance Sport Dept. where I led Training and Development before following up my MA in Education with an MBA and combining both interests in learning and leadership to become a Client Director in Executive Education, leading the custom design arm of the business, for nearly nine years.

## Meet the team: In conversation with....



Hi everyone, it's lovely to be able to connect with so many people. I'm new to the NHS, having taken up this post in November 2020. My background is in Leadership Development in the Financial Services sector, so this really is a change in culture for me. Having started my career in Learning and Development as a Regulated Advice Trainer, I was struck by the intrinsic human response to learning, growth and change, thus starting my love affair with supporting the development of personal capability and growth, as well as team performance.

Home for me is in Swindon with my husband Rich, and our faithful labradoodle Rafa. When I was young I was a keen gymnast and I've continued to stay as healthy and active as I can. Although I play netball and tennis, and regularly balance those with HIIT classes and running, my real interest is in the holistic approach to personal wellbeing and resilience and the feeling of joy and complete absorption I get from being part of something bigger in a team environment. Wellbeing and resilience is something I'm keen to weave into the development support from the SWLA.

### What observations have struck you in your time here so far?



There have been so many positive experiences; the sense that you are part of a genuine collective, working towards something that spans generations, contributing to the health of millions of people and with a sense of purpose and hope that supersedes anything I have experienced in my career so far. Of course, this role and my team is all about people, so we are naturally drawn to seeking out stories - of innovation, improvement, leadership, compassion, creativity - that we can learn from, develop and use to inform and inspire high quality and impactful leadership practices to spread through the complex webs and systems of work across the SW. I have observed myriad examples of this, which is exciting to see. Finally, there is so much potential – we are committed to co-creation and hope to become a trusted thinking partner to regional communities, and I see a powerful enthusiasm for that type of approach amongst all the groups of people I have been working with.



Firstly, and most importantly to me, I've been struck by the intent of the people in and beyond this team. The energy, enthusiasm, passion and care to support our leaders and their teams, is palpable. I've also really valued the open-mindedness to new ideas and different perspectives being added in to the mix. It can be challenging when bringing together tried and tested approaches with new ideas in the pursuit of continuous improvement, and I'm grateful that from what I've experienced so far there appears to be a real appetite for reflection on successes and learning in order to shape our future development offers.

## What's giving you energy at the moment?



Building relationships is central to my work and drives my agenda - in particular now, as we continue to face such major challenges. Next, it is working to make sense of the leadership environment here in the SW, and nationally – where are the pain points, what is working well, with who, why, what next, what does the future hold, how can we contribute to it... and multiple other questions that I invest a huge amount of my time thinking through with our network of leadership practitioners, coaches and colleagues across the region, with our partners and trusted collaborators in design and delivery, and with the various teams that make up the Leadership Academy. I am a natural contrarian, so my energy is always directed at challenging the status quo, and working out how to do that helpfully, with empathy towards the contemporary healthcare environment and with the long-term ambitions of the NHS and patient care at its core, is a great motivation.



I'm really energised by the opportunity to work with colleagues across the region and bring together a community of practice for leadership development where we can be clear about what good leadership development looks like and have the creative space to make it happen. Drawing on insights and anecdotes from experience is critical to making that happen, and ensuring that whatever we offer in terms of development support, is relevant, challenging and brings diverse thinking to drive performance.

## How are you taking care of your wellbeing at this time?



I count myself lucky that I have a supportive and compassionate family in who I can find balance, but I try to make sure I retain as much diversity as possible in my routines: I enjoy running and have been exploring routes around Bath and the local countryside as much as possible, and I encourage walking meetings to break screen time; I love to read, listen to music and I continue to write up research for my Doctorate; my wife loves to cook so we spend time exploring recipe books; and my two children constantly act to bring me back to reality if I start to wander too far into work when I should be switching off.



It's such an important question - not only now but regardless of the context we find ourselves in. The subject is very close to my heart and I'm really interested in healthy resilience practices forming part of everyday habits but for now I completely recognise that for many it's about just trying to keep going. One thing I swear by is searching out a bright spot in the day – it doesn't matter how insignificant it might seem, just scanning the day for something that felt good and joyful helps me relive the experience and improve my mood, whether it was making a new connection with somebody, going on a different dog walking route, playing in the snow, it doesn't matter what it is, but the practice of doing this every day means I have trained myself to seek out the positives.

I've also taken to making notes of what's going through my mind when I'm trying to go to sleep. Moving it out of my mind, and onto a tangible space whether on my phone, ipad or notepad, it declutters my mind and helps me get to sleep and when I'm well rested I'm far sharper.

# Contribution from the system

Introducing Revd Jez Brown, Lead Chaplain, Devon Partnership NHS Trust



## Foreword from Erk (pronouns: he/him/his), South West Leadership Academy's Inclusion Coordinator

I am delighted to share with you a reflection written by Revd Jez Brown, who is the Lead Chaplain in Devon Partnership NHS Trust. Religion and belief are a protected characteristic under the 2010 Equality Act.

Hence, we in the NHS have a duty to advance equality of opportunity between people who have religious beliefs and those who do not. To increase our appreciation for diversity of religion, faith and belief, I believe we should have more conversations with colleagues like Revd Brown, whose duty is to provide religious, spiritual and wellbeing support to NHS staff and patients.

Jez started his role as Lead Chaplain in Devon Partnership Trust roughly a year ago, and was tasked with creating a Chaplaincy department from scratch. He wrote the trust's first Spiritual Care Policy and also adapted a Multi-Faith Book which increases awareness on the customs of different faith groups. Over the coming months, we look forward to highlighting more projects taking place in the religion and belief space. I extend my heart-felt gratitude to Revd. Brown for sharing his reflections below on what it means to be a leader.

## Leading from the front: what's it all about?

It is tough managing other people, individually or in teams. Don't you agree? Even getting people to concentrate on what you are saying can be a challenge! Back in the days when I was an accountant, I remember trying to get new employees to concentrate on understanding the difference between debits and credits (which is crucial!), whilst at the same time explaining to them just how extraordinarily exciting accountancy can be. It was hard work!

Then, later, having become an ordained Baptist Minister, I served as a Baptist Regional Minister (a bit like an Anglican Bishop). I had no direct authority over the 100 Baptist churches and ministers in the South West – except what they chose to invest in me. This had a different leadership feel to it in comparison with my time as an accountant. But why?

And in joining the NHS 13 months ago as a Lead Chaplain, I have come to see different variations again, around styles of leadership and management. And what about you in your setting? Do you see yourself as a leader or a manager? What tools have you at your disposal to undertake such a task? A stick, a carrot? An encouraging word? Humour, a nice smile? A stare, a stern voice, a look...? Or worse?!

I want to suggest to you, that in order to become a great manager, you first have to become a great leader: somebody who others look up to. This doesn't happen overnight by being appointed to a position within an organisation or by the inappropriate wielding of power or authority. Rather, the starting point is becoming known as a person who can be trusted, who is well regarded, and by becoming a person who is willing 'to get their hands dirty' and to lead by example.



Revd Jez Brown  
(pronouns: he/him/his)

# Contribution from the system

Introducing Revd Jez Brown, Lead Chaplain, Devon Partnership NHS Trust

In my experience, one of the keys to becoming a great leader is being prepared to work hard at attempting to walk in the shoes of the 'other person'. Because until we understand that individual, or team, or the disengaged 'herd of cats' before us, and the way that they are walking, and the reason, and the direction in which they are heading, we can never hope to effectively manage and care for those for whom we have some responsibility.

Now, put that way, everything changes. Management then becomes a quality outworking of Leadership. Jo Miller (a globally renowned authority on women's leadership) puts it this way:

- Managers have people who work for them – whilst leaders have a sea of talent ready to follow in their footsteps.
- Managers rely on positional authority, whereas leaders exercise interpersonal influence.
- Managers like to control, while leaders inspire trust.
- Managers focus on delivery, while leaders focus on developing and empowering others.
- Managers dole out tasks, while leaders share a vision that's motivating and meaningful.

Can I encourage you to pause for a moment and reflect on your leadership style to date? What changes could you make in order to become a great leader? How might your management then be viewed by others?

Jez Brown is Lead Chaplain of the Devon Partnership Trust. This article is based upon a 'Pause for Thought' first written and delivered by Jez to a team of NHS managers, at the outbreak of Covid 19.

# #ProjectM

Providing an inclusive space for busy team leaders and managers to connect, share and learn together.

## Support for you #ProjectM

We know how busy you are as health and social care leaders in this unprecedented time in the history of the NHS. To support you to lead through the challenges you face #ProjectM is here for you.

By joining the #ProjectM community you will benefit from:

- Access to immediate tools for these challenging times.
- Continuously updated free resources on [people.nhs.uk/projectm](https://people.nhs.uk/projectm)
- Getting your voice heard by joining the conversation on Twitter at #ProjectM
- A chance to suggest new resource themes for #ProjectM
- An opportunity to build new supportive connections in an inclusive environment. Virtual Groups are now open for you to join. Find out more: **Groups – Our NHS People**
- Participate in ProjectM mentorship which is based on harnessing social media (starting with Twitter) to offer your mentoring services or find a mentor. More details will be coming soon.

Find out more: <https://people.nhs.uk/projectm/>

## #ProjectM on Twitter

Get involved at [people.nhs.uk/projectm](https://people.nhs.uk/projectm)

Wellbeing Podcasts 



# Wellbeing podcasts

The impact of Covid-19 continues to disrupt and interrupt our everyday lives in many ways, and we are all experiencing a level of change that is both unprecedented in speed and in global reach. The impact of this has been felt more acutely and keenly by those working for at the front-line of patient care or deployed to support the Covid-19 response or working hard to maintain a service in extremely challenging circumstances.

Through a series of three podcasts and several mindfulness blogs, we aim to provide some thoughts, ideas and strategies to help you make sense of your experience over recent months and move through the next phase of response.

Please click on the images below to access the wellbeing podcasts and mindfulness blogs.

## CHANGE AND TRANSITION



## DEVELOPING AND ENHANCING YOUR WELLBEING



## MANAGING YOUR MINDSET



## Mindfulness Resources

We are pleased to share with you several mindfulness resources provided by Catalyst14

## WHAT IS MINDFULNESS



## POWER OF THE PAUSE



## SELF COMPASSION



[Please click here to access further blogs on our website](#)

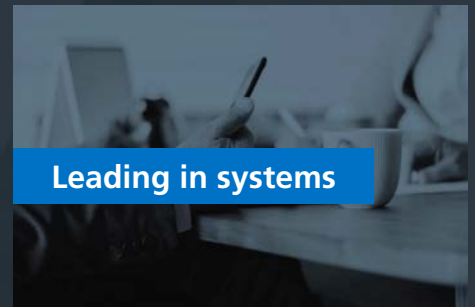
# Executive Suite

**Open to all executive leaders across health and care in England.**

Our NHS executive and senior leaders are role models in enabling the wellbeing and resilience of our workforce. Being seen as a resilient leader inspires others to keep going. However, it is often forgotten that our most senior leaders are still human beings and need support themselves. In fact, the culture in our system makes it difficult for leaders to engage in the support they need — it needs to support and allow these conversations to occur. It is vital that our most senior leaders remain well and resilient, so that they can pass this resilience and wellbeing on to others.

This is why the suite of supportive offers and resources has been created. They are designed to support you to remain a resilient leader, continue to thrive in your role, and set cultures that value the importance of health and wellbeing.

Please click on the images below for further details.



# Further support #Caring4NHSPeople

You are very welcome to join NHS England and Improvement's virtual wellbeing sessions, the sessions will be held on the second Wednesday of the month between 4pm and 5pm.

You can find all the previous session recordings here, as well as links to slides and resources. You can also follow on Twitter using the hashtag #Caring4NHSPeople



#caring4NHSPeople 13th January 2021

How to support your teams through the COVID crisis without burning yourself out



#caring4NHSPeople 11th December 2020

Supporting managers and team leaders to support each other



**Supporting our people**  
helping you manage your own health and wellbeing whilst looking after others



For confidential support by phone

General: 0800 06 96 222  
(7am-11pm)

Bereavement: 0300 303 4434  
(8am-8pm)



For support by text message

Text 'FRONTLINE' to 85258  
24 hours a day, seven days a week



For wellbeing support apps

Get free access to a number of wellbeing apps until the end of March 2021

# We are here to support you, please do get in touch

Due to the on-going response to the global pandemic, some members of our team have already been deployed, and others will be deployed across different areas during the next few weeks to support our local communities and our NHS staff in the best way possible.

Some team members will be retained to ensure we are able to support you and your colleagues at this challenging time. Therefore, we encourage you to please continue to contact us at: [leadership.sw@leadershipacademy.nhs.uk](mailto:leadership.sw@leadershipacademy.nhs.uk)

We are here to support you and will continue to do so.



ROSALIND  
FRANKLIN  
PROGRAMME

EDWARD  
JENNER  
PROGRAMME

MARY  
SEACOLE  
PROGRAMME

ELIZABETH  
GARRETT  
ANDERSON  
PROGRAMME

NYE  
BEVAN  
PROGRAMME

## NHS South West Leadership Academy

South West House, Blackbrook Park Avenue  
Taunton, Somerset TA12 2PX

 [leadership.SW@leadershipacademy.nhs.uk](mailto:leadership.SW@leadershipacademy.nhs.uk)

 [@NHS\\_SWLA](https://twitter.com/NHS_SWLA)

Follow us on Twitter and join in the conversation

[www.southwestleadership.nhs.uk](http://www.southwestleadership.nhs.uk)

**NHS**

**Leadership Academy**

**South West**

