



**Leadership Academy**

East of England

# Leadership Development Opportunities in East of England

Enabling and Supporting Leadership Development,  
OD and Talent Management

December 2019 - March 2020



As we continue to develop and grow our leadership capacity and capability across the east of England, I am pleased to offer a range of leadership development masterclasses and system OD interventions that aim to support and enhance the confidence, aspirations and resilience of leaders, who are engaged in supporting delivery of system transformation, working in today's complex and ever changing environment and working towards the goals of the NHS Ten year plan and the Interim People Plan. I hope that this range of masterclasses and system OD interventions will provide a positive contribution to leadership development and lifelong learning support across our system and communities. If you need further information, have queries or comments please contact us at [eeo@leadershipacademy.nhs.uk](mailto:eeo@leadershipacademy.nhs.uk)

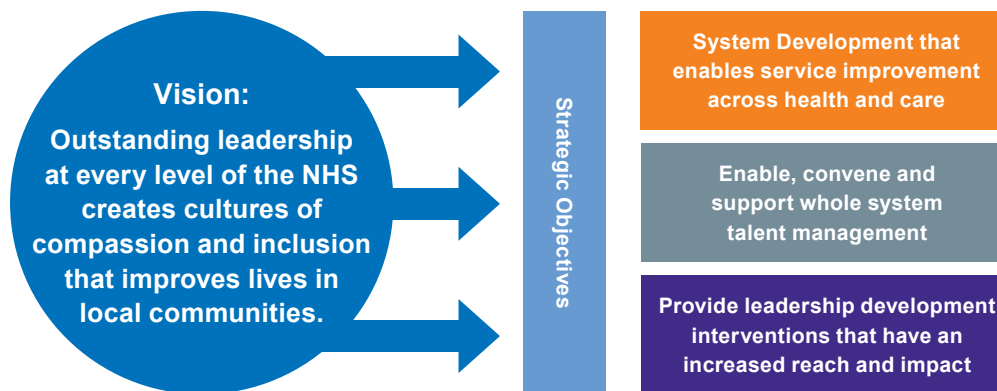
Regards

**Karen Bloomfield** - Head of East of England Leadership Academy, NHS Leadership Academy, People Directorate, NHS England and NHS Improvement

The NHS Leadership Academy's purpose is:

*“The NHS has the right number of leaders with the knowledge, skills, attitudes and behaviours that are required to deliver high quality services, improve health outcomes and continually improve patient care.”*

These priorities are drawn from [Developing People:Improving Care](#), a national framework for action on improvement and leadership development in NHS-funded services. We are working to achieve the 4 key themes of the [Interim People Plan](#) - Making the NHS the best place to work, Improving our Leadership Culture, Addressing Workforce Shortages, Transforming how we work to deliver 21st Century care.



## Our development opportunities on offer here focus on four domains:

### Individual Effectiveness

Focuses on the effectiveness and resilience of the individual and their role in the organisation and the system. Aims to develop new behaviours and ways of working that promote a collaborative approach.

### Learning and Capability Building

Creating a learning system and a culture of transparency and sharing, enabling the awareness of best practice and development of common understanding. Being inclusive and seeking contributions from all stakeholders including citizens and communities. Building diverse teams and inclusive cultures to enable greater understanding.

### Innovation and Improvement

Creating new ways of thinking, experimentation and discovery and the application of improvement methodologies, testing and learning, spreading and adopting better ways of doing things.

### Relationships and Connectivity

Creating the right kind of relationships with communities and partners; people coming together for a purpose; place-based system/service or pathway-led, and aiming to develop consistency of approach or to tackle complex issues collectively.

As well as offers under the additional headings of:

**Building Leadership for Inclusion** **Coaching and Mentoring Skills** **Community of Practice and Networks**  
**Talent Management** **Developing Practice with the Healthcare Leadership Model**

Please click on the session title for further information and to book your place.

## December 2019

### Tuesday 3 December 2019

#### Career Coaching

This practical workshop will provide a balance of opportunities for participants to explore best practice, consider the underpinning requirements for holding effective career management conversations, practice these skills and apply them in their own environments.

Delivered in Huntingdon

### Thursday 5 December 2019

#### Executive Talent Mock Interviews

Those who attend an Executive Talent Career Development workshop are invited to participate in a mock interview for an Executive role with an experienced Director and a member of the NHS Executive Search team.

Delivered in Cambridge

### Monday 9 December 2019

#### HLM Refresher Training

For those who have not undertaken HLM 360 Feedback facilitator session for a while and feeling a little rusty. The session will look at: Using HLM 360 in practice for individuals and groups. Sharing themes and practice between facilitators, update on latest resources available, discussing any queries you have about providing feedback based on your experience.

Delivered in Cambridge

### Tuesday 10 December 2019

#### Talent Review Board and Succession Planning Masterclass

**\*FULL\***

This masterclass is aimed at senior individuals who hold responsibility for implementing Talent Management including review processes and succession planning in the East of England. The session will provide input and theory on best practice, a chance to share ideas and network with peers and an opportunity to develop practical experience.

Delivered in Huntingdon

A waiting list is in operation for cancelled places. Please email your interest at: [eoel@leadershipacademy.nhs.uk](mailto:eoel@leadershipacademy.nhs.uk)

### Wednesday 11 December 2019

#### Primary Care Leadership Collaboratives - Cohort 5

To support, develop and improve leadership capacity across Primary Care, building resilience and sustainability in the workforce. The PCLC also aims to enhance system wide working to support transformation in Primary Care.

Delivered in Cambridge

## January 2020

### Monday 6 January 2020

#### Time to think: Transforming meetings and the time to think council

The Time To Think concept was created by Nancy Kline and is based on the following premise: that the quality of everything we do depends on the quality of the thinking we do first, and the quality of our thinking depends on the way we treat each other while we are thinking. Kline then described several components that make up good Thinking Environments, and her work is supported by a solid evidence base.

Open to East of England accredited coaches, System leaders, OD Leads, Leadership Leads, HR leads, Team leaders, Primary Care leads and Transformation leads who have responsibility for leading meetings.

Delivered in TBC, central to east of England

### Key to Masterclasses and Workshops:

■ Building Leadership for Inclusion

■ Coaching and Mentoring Skills

■ Community of Practice and Networks

■ Developing Practice with the Healthcare Leadership Model

■ Individual Effectiveness

■ Innovation and Improvement

■ Learning and Capacity Building

■ Relationships and Connectivity

■ Talent Management

\*System Transformation OD Programme

Please click on the session title for further information and to book your place.

## Wednesday 15 January 2020

### Wicked Problems and the Complex World

The modern world is fast paced and dynamic and approaches that used to work for us don't work anymore. Some issues are just too complex, too subject to unpredictable influences, how can leaders ensure these issues are addressed effectively? The one day course on complexity will examine the complex and ambiguous world that we live and work in, and practice developing effective responses to these challenging situations. Open to System Leaders, OD Leads, Leadership Leads, HR Leads, Team Leaders, Primary Care Leads and Transformation Leads who have responsibility for and are leading on system change.

Delivered in TBC, central to east of England

## Thursday 16 January 2020

### OD Network

These network events are an opportunity for our community of OD practitioners to come together to enhance their skills, share issues and problems they are working on, and generate new thinking ideas and options.

Delivered in Huntingdon

## Tuesday 21 January 2020

### Steering Group Event

The east of England Regional GMTS Steering Group purpose is to monitor the quality of trainee placements and learning experience across the East of England and to act as a forum for discussion about strategic GMTS issues both locally and nationally. We don't have specific named members for this meeting as the membership of the Steering Group includes a range of stakeholders including current trainees ideally providing representation from each different specialty, programme and placement managers local GMTS leads and STP/ICS local representation at each meeting.

Delivered in Cambridge

## Tuesday 21 January 2020

### GMTS Alumni

A networking event for GMTS alumni and current trainees, including discussions on current leadership opportunities and shaping the future for the alumni network in the region.

Delivered in Cambridge

## Wednesday 29 January 2020

### Talent Management Community of Practice

This Community of Practice aims to engage with talent leads and share a blend of expert input and local expertise to progress and embed talent management and develop the skills and capabilities of staff involved.

Delivered in TBC, central to east of England

## Wednesday 29 January 2020

### Primary Care Leadership Collaboratives - Cohort 5

To support, develop and improve leadership capacity across Primary Care, building resilience and sustainability in the workforce. The PCLC also aims to enhance system wide working to support transformation in Primary Care.

Delivered in Cambridge

## February 2020

### Thursday 6 February 2020

#### Executive Talent Career Development Workshop

**\*FULL\***

Offered in collaboration with the NHS Executive Search team, this workshop provides an interactive and detailed briefing on the board appointment process and how to navigate it to best effect.

Delivered in TBC, central to east of England

A waiting list is in operation for cancelled places. Please email your interest at: [eoel@leadershipacademy.nhs.uk](mailto:eoel@leadershipacademy.nhs.uk)

### Wednesday 12 February 2020

#### Primary Care Leadership Collaboratives - Cohort 6

**\*APPLICATIONS OPEN\***

To support, develop and improve leadership capacity across Primary Care, building resilience and sustainability in the workforce. The PCLC also aims to enhance system wide working to support transformation in Primary Care.

Delivered in Cambridge

### Key to Masterclasses and Workshops:

■ Building Leadership for Inclusion

■ Coaching and Mentoring Skills

■ Community of Practice and Networks

■ Developing Practice with the Healthcare Leadership Model

■ Individual Effectiveness

■ Innovation and Improvement

■ Learning and Capacity Building

■ Relationships and Connectivity

■ Talent Management

\*System Transformation OD Programme

Please click on the session title for further information and to book your place.

## Wednesday 19 February 2020

### Executive Talent Mock Interviews

**\*FULL\***

Those who attend an Executive Talent Career Development workshop are invited to participate in a mock interview for an Executive role with an experienced Director and a member of the NHS Executive Search team.

Delivered in Cambridge

A waiting list is in operation for cancelled places. Please email your interest at: [ee@leadershipacademy.nhs.uk](mailto:ee@leadershipacademy.nhs.uk)

## Tuesday 25 February 2020

### HLM Refresher Training

For those who haven't undertaken an HLM 360 feedback facilitator session for a while and feeling a little rusty?

Undertaken a feedback session and encountered a challenging conversation?

Want to refresh and update your skills?

Come and update your practice, ask your Qs, explore themes and topics with peers, build your network of support with colleagues

The sessions will look at:

- Using the HLM 360 in practice for individuals and groups
- Sharing themes and practice between facilitators
- Update on latest resources available
- Discussing any queries you have about providing feedback based on your experience
- Discuss how you can further promote the HLM in your organisation
- Consider how you wish to continue to connect with colleagues

Delivered in TBC, central to east of England

## Tuesday 25 February 2020

### Medical Directors Masterclass

Masterclasses to support you in shaping the future of regional healthcare across the system, expose you to thought provoking speakers, provide you with a regular opportunity to connect as a community of regional peers, enhance resilience, political astuteness, personal impact and influence.

Delivered in Newmarket

## March 2020

### Thursday 5 March 2020

#### OD Network

These network events are an opportunity for our community of OD practitioners to come together to enhance their skills, share issues and problems they are working on, and generate new thinking ideas and options.

Delivered in Cambridge

## Thursday 12 March 2020

### Time to think: Transforming meetings and the time to think council

The Time To Think concept was created by Nancy Kline and is based on the following premise: that the quality of everything we do depends on the quality of the thinking we do first, and the quality of our thinking depends on the way we treat each other while we are thinking. Kline then described several components that make up good Thinking Environments, and her work is supported by a solid evidence base.

Open to East of England accredited coaches, System leaders, OD Leads, Leadership Leads, HR leads, Team leaders, Primary Care leads and Transformation leads who have responsibility for leading meetings.

Delivered in TBC, central to east of England

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■ Building Leadership for Inclusion

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■ Individual Effectiveness

■ Innovation and Improvement

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■ Relationships and Connectivity

■ Talent Management

\*System Transformation OD Programme

Please click on the session title for further information and to book your place.

Tuesday 17 March 2020

## Talent Review Board and Succession Planning Masterclass

This masterclass is aimed at senior individuals who hold responsibility for implementing Talent Management including review processes and succession planning in the East of England. The session will provide input and theory on best practice, a chance to share ideas and network with peers and an opportunity to develop practical experience.

Delivered in TBC, central to east of England

Thursday 19 March 2020

## Emotional intelligence

Open to OD Leads, Leadership Leads, System Leaders, East of England accredited Coaches and Mentors, HR Leads, Team Leaders, Primary Care Leads and Transformation Leads who have responsibility for leading teams and others.

Pressure has never been greater for those working in the NHS, as the fast-paced, large-scale change can lead to an incredibly demanding environment. Emotional intelligence leadership is a vital tool for managers to possess when helping lead their teams through stressful times to meet organisational goals.

This one-day workshop on Emotional Intelligence Leadership introduces the key concepts of emotional intelligence and equips those in senior positions with the skills and knowledge to lead their teams through this time of challenge. As well as giving an introduction to Emotional Intelligence (EI), delegates will understand how EI competencies relate to awareness and management of self and others, an introduction to different leadership styles and an opportunity to discover their own natural leadership styles.

Delivered in TBC, central to east of England

Coming soon:

## Developing Compassionate Leadership

This masterclass will provide an opportunity for participants to explore and learn how compassionate conversations can support the development of compassionate cultures.

## Developing Cultural Wisdom

This workshop will enable participants to adopt a compassionate approach to inclusion, diversity and unconscious bias; supporting capacity development to engage with diversity and inclusion topics, and bring lived experience into the process.

## Manager as Coach

2 day workshops will enable participants to adopt a coaching style and approach to support line management, supporting staff conversations to achieve objectives and career potential. Deepen and broaden understanding of the use of coaching techniques and models and have an opportunity to better understand and practice ways to coach staff.

Peer Support Assessment  
Action-learning Support  
**Intervention**  
Development Programme  
Shadowing System  
Buddying  
**Leadership**  
Deployment Inclusive  
Innovation  
Talent Management  
Secondment  
Resources  
Evaluation Strategy  
Mentoring  
Impact Outcome  
Career progression  
Coaching  
Potential **360**  
Succession plan Impact

### Key to Masterclasses and Workshops:

■ Building Leadership for Inclusion  
■ Individual Effectiveness






■ Coaching and Mentoring Skills  
■ Innovation and Improvement

■ Community of Practice and Networks  
■ Learning and Capacity Building

■ Developing Practice with the Healthcare Leadership Model  
■ Relationships and Connectivity  
■ Talent Management

\*System Transformation OD Programme

# Programmes 2019 - 2020

						 2025 Leaders		CHIEF EXECUTIVE DEVELOPMENT NETWORK	Positive action programmes	
										
Who is it for?	Anyone who is interested in healthcare leadership	Those in their first clinical or non-clinical leadership role	Clinicians or managers leading from the middle of health and care systems, aspiring to lead large and complex programmes, departments, services or systems of care	Middle to senior clinical or non-clinical leaders aspiring to lead large and complex programmes, departments, services or systems of care	Those newly in or aspiring to be in an executive director role	Those at director level who aspire to be in a more senior director position in a larger national level organisation in the next three years	Directors aspiring to lead at chief executive level in an NHS accountable role within the next 12-24 months	Leaders at chief executive level in an NHS accountable role, focused on both service provision and system development	Black, Asian or minority ethnic (BAME) leaders working at bands 5 to 7	Black, Asian or minority ethnic (BAME) leaders working in bands 8a or above
Duration	Approx. 6 weeks	6 months	9 months	24 months	12 months	12 months	12 months	Ongoing	2 to 3 months	12 months
Time commitment	<ul style="list-style-type: none"> <li>Recommended 5 hours of self-led work per week</li> </ul>	<ul style="list-style-type: none"> <li>5 hours per week self-led</li> <li>3 out of office days split over 3 workshops</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 4 to 5 hours per week</li> <li>8 out of office days</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 15 hours per week</li> <li>22 out of office days including 4 residential</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 10 hours per week</li> <li>17 out of office days including 4 residential</li> </ul>	<ul style="list-style-type: none"> <li>12 out of office days including a co-design event, residential and Denmark visit</li> <li>Peer-to-peer consultation arranged at appropriate intervals</li> </ul>	<ul style="list-style-type: none"> <li>Approx. 1 day per week spread across the year</li> <li>22.5 out of office days including residential and praxis groups</li> </ul>	<ul style="list-style-type: none"> <li>3 x 2 day development days per year</li> </ul>	<ul style="list-style-type: none"> <li>4 to 5 out of office days (depending on banding) split over 2 residential</li> </ul>	<ul style="list-style-type: none"> <li>12 out of office days split over 5 residential</li> </ul>
Learning methods	<ul style="list-style-type: none"> <li>Online</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face workshops in regions</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face workshops</li> <li>Facilitated impact groups</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face residential in Leeds</li> <li>Self-managed learning sets</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face residential in Leeds</li> <li>Self-managed learning sets</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential</li> <li>Week long study visit to Denmark</li> <li>Placement opportunities</li> <li>Consolidation event</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face residential in Leeds</li> <li>Praxis groups</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds and London</li> <li>Online virtual campus for learning and information</li> <li>One-to-one sessions with a development coach</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds and London</li> <li>Self-directed learning</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds</li> <li>Self-directed learning</li> <li>Work based application</li> </ul>
Awards	NHS Leadership Academy Award in Leadership Foundations	NHS Leadership Academy Award in Healthcare Leadership	NHS Leadership Academy Award in Senior Healthcare Leadership	NHS Leadership Academy Award in Senior Healthcare Leadership MSc in Healthcare Leadership	NHS Leadership Academy Award in Executive Healthcare Leadership	Certificate of dedication and recognition	NHS Leadership Academy Chief Executive Award	Not applicable	Certificate of completion and recognition of achievement	Certificate of completion and recognition of achievement
Applications	Ongoing - please visit the website for cohort information	Ongoing - please visit the website for cohort information	Ongoing - please visit the website for cohort information	From Summer 2019	From Summer 2019	From Spring 2019	From Autumn 2019	Ongoing - please visit the website for more information	From Summer 2019	From Winter 2019
Cost	Free	£995	£1,200	£6,000	£4,500	£11,000 (based on 20 participants)	Fully funded	Fully funded	Fully funded	Fully funded
Bursary availability	Our bursary scheme supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access our excellent leadership development programmes. For information on eligibility, and whether a bursary is available for your chosen programme, please check the 'key information' section on the specific programme page on our website.									





### Accessing a mentor ... please register

Need mentorship support to guide, advise and develop you to reach your potential .... we have over 100 mentors from different professional backgrounds and organisations and are continuing to build our mentoring capacity. <https://eoe.leadershipacademy.nhs.uk/development-support/coaching-and-mentoring/>

### Being a Mentor ...

Consider the skills, knowledge and experience you have and can offer. If you would feel able to offer mentoring to support the development of others please consider registering as a mentor <https://eoe.leadershipacademy.nhs.uk/development-support/coaching-and-mentoring/mentoring/>

We have mentoring skills CPD workshops available for all registered mentors so that you can develop your practice

### Return to work Mentoring

Designed for those who, in the very near future, plan on taking the following types of leave: maternity/ paternity, adoption, carers leave or fostering.

For more details [click here](#)

### Ethical Mentoring

For accredited internal NHS mentors and/or coaches working through our network of Local Leadership Academy, regional coaching/ mentoring registers or directly within your own organisation.

To register your interest [click here](#)



### Accessing coaching ... please register

Want to work on a topic, issue, dilemma or goal through coaching to enhance and enable planning, improvement and taking action ... we have a coaching register with over 100 accredited coaches available for 1 to 1 coaching at: <https://eoe.leadershipacademy.nhs.uk/development-support/coaching-and-mentoring/> Please read feedback from coachees which may be of interest - [click here](#)

### Being a coach....

If you are a coach with an accredited qualification please register at: <https://eoe.leadershipacademy.nhs.uk/development-support/coaching-and-mentoring/>

We have coaching skills CPD workshops and supervision available for all registered coaches so that you can develop your practice and build your networks.



### Healthcare Leadership Model (HLM)

The HLM is a great tool for all, it describes the things you can see leaders doing at work and demonstrates how you can develop as a leader - even if you're not in a formal leadership role. For more details see the brochure. To read case studies from people who have undertaken their 360 - [click here](#)

If you would like more information or to undertake your own 360 please contact us.

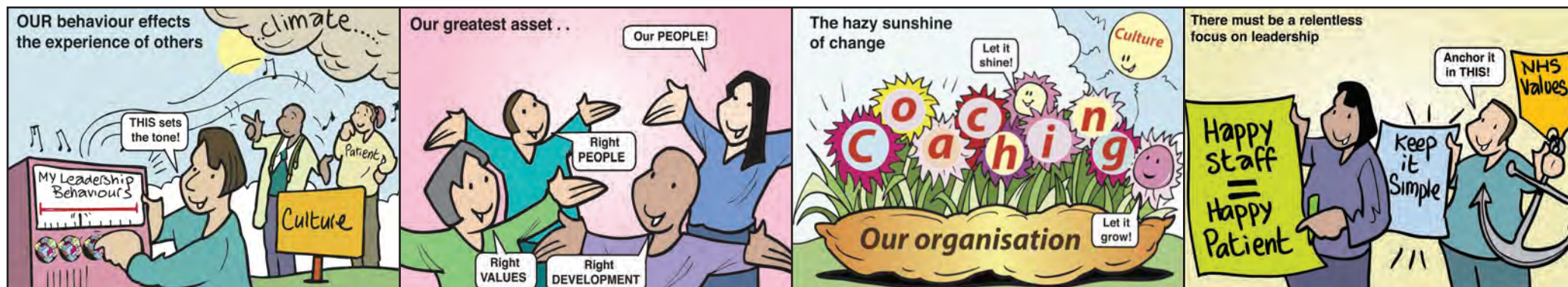


**The NHS Skills Development Network** brings together training and development opportunities for finance, procurement and informatics staff across the NHS. The website is the primary source of information and provides resources for personal and organisational development. Skills Development activities include:

- Professional Education and Qualifications
- Lifelong Learning and Continuing Professional Development
- Talent Management
- Career Development
- Widening and Improving Technical Skills

Please register at: <https://www.skillsdevelopmentnetwork.com>





Visit our website:

<https://eoe.leadershipacademy.nhs.uk/>

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Email us:

[eoe@leadershipacademy.nhs.uk](mailto:eoe@leadershipacademy.nhs.uk)

*Please note the opportunities currently on offer are subject to change.*

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