



Midlands Leadership Academy

Latest news, offers and courses

Issue 02: February 2021

Midlands

Introduction

January has come to a close after what felt like 100 weeks of cold weather and low spirits! We here in the Midlands Leadership and Lifelong Learning team have been encouraging a team focus on health and wellbeing. We have included in this newsletter a range of positive interventions for you to have a look at and to encourage your teams to explore. You will also find a wealth of excellent wellbeing support by following [#ProjectM](#) and [#Caring4NHSPeople](#) on social media – connecting leaders and managers with information for guiding your teams through demanding times.

Many of you are turning your attention to staff development during what is an ongoing challenge for the NHS. Never has it been more important to focus on effective and compassionate leadership attributes. We encourage you and your teams to take a look at the range of relationship-based leadership interventions on our [website](#). Included in this newsletter we also have a Systems Leadership e-book for you to explore, which highlights a collective approach to challenges. We would also ask you to consider and share with us what you would like to see us delivering on your behalf through 2021/22.

We continue to seek your views and feedback. As always, we hope our newsletter is of interest. If there's something else you'd like to see included, please [get in touch with the team](#) to share your ideas.



#ProjectM

#ProjectM
#Caring4NHSPeople

Collaborative community
Find out [more](#)

#ProjectM is an inclusive community to support busy health and social care leaders. NHS Horizons have set up [an online community](#) on a platform called Tribe to connect with others and share your



Executive Suite

Executive leaders working across health & care

Supporting senior leaders
Click [here](#) for resources

A place where executive leaders can connect with each other.

- Trust Board executives and chairs
- CCG accountable officers and clinical chairs
- ICS and STP leaders



Systems: Beyond Covid-19

The near view into the future of health & care

A call to action!
'Act as one' [report](#)

Realising the true value of Integrated Care: Beyond COVID-19. This report from the IFIC gives a global view on the future of health and care beyond Covid-19 and the importance of integrated care systems.



knowledge. The next virtual wellbeing session is **10 February, 4pm-5pm**

[Find out more >>](#)

- Social care executive leaders
- Health arms-length bodies and executive leaders

We are looking forward to working with our early adopter systems!

Systems leadership – what is it?

As we move towards all Midlands STPs becoming Integrated Care Systems on 1 April, this month we have included a guide to systems leadership that leaders and managers may find helpful to share with their teams.

- [NHS Systems Leadership e-book](#)

Systems Leadership is about leading and managing across boundaries, whether that is between departments, organisations or sectors, with the aim to address population health. Systems leadership is not so much about dealing with the small everyday challenges, but more about how, by coming together, it is possible to solve the big, tricky, intractable problems that require a collective approach. Co-operation is key and connecting resources can lead to solutions that no one organisation would achieve alone.

For everyone working in Health and Social Care, the need to work in a systems way to better serve the patient is more important than ever. Systems working is evident in the efforts currently underway to vaccinate the population. Teams from many different organisations have been coming together in unusual locations including racecourses, cathedrals, sports stadia, as well as the usual GP premises and pharmacies to deliver what the population needs. By creating a shared ambition for success, it becomes easier to bring together talent from multiple places to design the best outcomes from the available resources.

This [e-book](#) details some of the options for systems leadership development we have this year. In February we will be seeking your thoughts on what our systems leadership offer in 2021/2022 should be.

Supporting the development of Leaders

The Midlands Leadership and Lifelong Learning team is delighted to be supporting a range of different leadership interventions within the 11 systems in our Midlands region.

The team have been having discussions with each system and, as a result, we have been able to support a very varied range of interventions including a 'Winter School for Inclusion', Board Development, developing skills for leaders to work with seldom heard groups, reverse mentoring, system skills and leadership master classes, amongst others. We very much hope to be able to repeat this in the 2021/22 financial year. For more information, please contact [us](#).

Our upcoming offers and programmes

Mentoring Skills for Senior Leaders

Primary Care Senior Leadership Development Programme



Developing mentors supports the NHS Long-Term Plan, the People Plan and the development of diversity and opportunity for all.

This three date webinar series offered between March-June 2021 is designed to provide individuals with insight and vision into 'what is needed' and the specific tools needed to release the underlying potential of their mentees within the organisation.

[Discover more about this offer >>](#)

Throughout the pandemic, leaders have had to operate beyond their comfort zone and we need to recognise this talent. We can do this through the power of mentoring.

This five day programme will explore: skills needed to mentor someone from a different background, linear versus systemic thinking, how to build a coaching culture within a team, BEAU teams (Business Evolving As Usual), enabling teams to raise the rate of experimentation and collective development, how to make better decisions/choose between difficult options, how to work with strong emotions, and much more. Please click on each link for more information.

1. [Being a Champion for Diversity – 24 February](#)
2. [Leader as Developer of Talent – 1 March](#)
3. [Creating High Performance Teams – 8 March](#)
4. [Courageous Leadership – 18 March](#)
5. [The Team Leader's Toolkit – 24 March](#)

[Read about our offers >>](#)

Complete Leadership Series

The Interim People Plan highlights the importance of Leaders who can collaborate with others and develop trusted relationships.

The Complete Leadership Series is a series of eight practical virtual one-day workshops designed to develop leaders with the necessary skills and behaviours to support delivery of high quality and efficient services.

We have spaces on the following sessions:

- CLS – Leading and Developing Great Teams 10 February
- CLS – Leading Compassionately through Change 11 February
- CLS – Leading and Developing Great Teams 17th February

[Explore this offer >>](#)

Inspiring Women in Leadership

Thurs 11 March
1pm - 4.30pm

This online conference will give you a unique opportunity to participate in a transformative conference led by the Midlands Leadership Academy and will build on our first event held in 2020.

[Find out more >>](#)

Leadership development

Reciprocal and Reverse Mentoring for Inclusion

As part of our commitment to inclusion and improving the experience of working within the NHS, we are proud to be a part of the Reciprocal Mentoring and Reverse Mentoring programmes. Both of these programmes look at a mentoring approach for NHS staff from underrepresented groups and how we can



create transformational change to work towards a more equitable culture within the NHS. Though the names sound similar they are actually two quite different approaches to mentoring for inclusion.

Reverse & reciprocal mentoring – what are they?	
Reverse	Reciprocal
The mentee is the learner	Both parties are learners
Facilitated on a 1 to 1 match at individual level	Facilitated at a whole board level
Expertise is passed down from mentor to mentee	Expertise is co-developed
The mentee can open doors for the mentor	Both open doors of experience and understanding for each other
The mentee develops an understanding of their biases and those within the system	Both develop an understanding of their biases and the ways the system works against greater equity
	Both learners develop their ability to make transformational interventions

The Midlands Leadership Academy has recently begun the onboarding process for the latest set of organisations that have applied for their Board to engage in reciprocal mentoring in 2021. This has been a truly exciting exercise to be part of as the appetite and commitment for this kind of transformation is clear and shows great promise for what we are hoping to achieve.

The first cohort of reverse mentoring in 2021 is due to complete at the end of March and we are looking forward to running more cohorts in the Midlands region in the next financial year.

These programmes have both been valuable learning experiences for all involved and have demonstrated our organisation's commitment to inclusive leadership and a fair and equitable culture in the NHS that benefits everyone. For more information please see our website or contact us directly.

- [Coaching and Mentoring – Midlands Leadership Academy](#)
- [Reciprocal Mentoring for Inclusion programme – Leadership Academy](#)

Equality, diversity and inclusion

An important aspect of equality, diversity and inclusion is raising awareness. Throughout the forthcoming year the Midlands Leadership and Lifelong Learning team will be holding a series of workshops, conferences and 'Lunch and Learn' events to celebrate diversity and raise awareness.

Here are just some of the upcoming events:

11 March 2021

In celebration of Women in Leadership, we will be holding our second annual conference [Inspiring Women in Leadership and Men as Allies - Lift as you Climb](#). This online conference will help you to consider your leadership style, hopes, aspirations, values and goals and how you can overcome barriers that women face in achieving personal and work-related goals. In addition, we will explore how you can work with an ally as support but equally consider how you can become an ally for women to encourage, support and elevate them within the organisation as you progress your own career.

18 March 2021

Please come and look at the important role that Staff Networks play within an organisation in our workshop, [Making Staff Networks work for Me, My Team and My Organisation](#). This session will supply you with the latest tools and strategies needed to reap the benefits of a highly motivated and functional staff network.



19 March 2021

We will be exploring [Religious Literacy, Chaplaincy & Culture: Elements of Multiplicity in the Workplace](#) covering aspects of religion, different beliefs and culture within the workplace. This workshop will look at how organisations can promote an understanding of faith in the workplace which goes beyond policies and we will explore how to develop an appropriate culture.

February marks the UK's official lesbian, gay, bisexual and transgender (LGBT+) History Month. This year's theme is *Mind, Body and Spirit*. The overall aim of LGBT History Month is to promote equality and diversity. [LGBT+ History Month \(lgbtplushistorymonth.co.uk\)](#) Please keep an eye on our website for details of our collaboration with University Hospitals Birmingham NHS Foundation Trust's regional virtual conference to celebrate LGBT+ History Month.

Primary Care and Talent Management

Mentoring Skills Development Programme for Senior Leaders

The Midlands Leadership and Lifelong Learning team, in partnership with the Midlands Talent Management team are delighted to deliver a webinar series providing high quality mentoring skills development to senior leaders across health and care in the Midlands.

Aimed at senior executives including non-executive level, clinical directors, board and deputy board leaders, system leaders and senior leaders who work in the Midlands, this programme is designed to provide individuals with the skills, insight and confidence to offer an exceptional mentoring experience to potential mentees to support their leadership and career growth.

By attending the programme, you will come away with:

- A clear understanding of what mentoring is, along with the key skills and competencies required to be effective in the role
- Improved skills in listening, asking questions, contracting and boundary setting, giving feedback, offering high support and high challenge in conversations, agreeing options and overcoming barriers
- An understanding of the European Mentoring and Coaching Council Code of Ethics
- Self-reflection and raise self-awareness through input, exercises and discussion. It will include a blend of theory, discussion and experiential learning, supporting individuals to learn and develop as a result of the training
- Practiced experience of having acted as Mentor, Mentee and Observer in interactive practice sessions.
- Understand the different outcomes of mentoring, including growth, development, career progression, talent development, diversity and inclusion

Find out more and register for a place on the programme [here](#).

The Leader as a Developer of Talent with Guest Speaker Professor David Clutterbuck, author of *The Talent Wave* – 22 March, 3.00pm - 5.30pm

Join us on 22 March in this thought provoking and evidence-based session where David Clutterbuck will explore both theory and practice in developing sustainable leadership qualities in talented employees as they progress through levels in the organisation.



The session will explore:

- How leaders can become more accurate in their identification of talent
- The need to replace linear, simplistic thinking about leadership and leader development with complex adaptive systems thinking
- Four critical conversations that leaders can promote to enable talented people to manage their own career planning and personal development
- Strategies for increasing “requisite diversity”
- How to promote open, courageous dialogue and psychological safety
- How to make sure that the next generation of leadership is even smarter, better connected and more effective than you are

David will draw on research and case study from around the world to illustrate these themes. Participants will leave with:

- A more grounded approach to talent development in their teams and beyond
- Some practical ideas for immediate personal change
- An extensive talent management toolkit

This session is specifically aimed at NHS HR, OD and Talent Management professionals and senior leaders who have a responsibility for leader and talent development within an organisation or across a system.

Midlands based NHS HR, OD and Talent Management professionals can register for the event [here](#). Please kindly share this with your talent management/HR/OD lead.

Last few places remaining for Talent Management Leads Communities of Practice session – 4 March

This interactive virtual session will bring system and organisation talent management leads together to connect, learn and share. It will explore what system talent management looks like both culturally and operationally – assessing the benefits and challenges of adopting a systems approach. We will also hear from one of our regional systems who have exemplified great practice in systems talent management. They will share their success story of becoming one of the trailblazers for the system led High Potential Scheme.

Talent Management practitioners can register for the event [here](#). Please kindly share this with your talent management lead. There are only a few spaces remaining, therefore we recommend booking as soon as possible to avoid disappointment.

Health and well-being

“Let your alignment with well-being be first and foremost. And let everything else be secondary.” *Abraham-Hicks.*

As influential leaders let us remember to role-model self-care skills in managing our own wellbeing. Recognising when we need to take a step back – breathe, reflect and reframe, or simply to stop and take a break. For further information on staff wellbeing resources please visit:

[Our NHS People – Supporting our people: Helping you manage your own health and wellbeing whilst looking after others](#)



[Flexible, supportive leaders – are you one?](#) As the national lockdown continues, the need for leaders to adapt to flexible working arrangements with their teams is more important than ever before. This challenge requires open communication, the resources to adapt to changing work/life pressures and a supportive network. If you want to know how we manage flexible working in our team, please get in touch.

[Time to Talk day, Thursday 4 February 2021:](#) A small conversation about mental health has the power to make a big difference. This year's national campaign will aim to get people talking and tackling the stigma that still surrounds mental health problems. This conversation has never been more relevant than it is now during the Covid-19 pandemic.

Health and Social Care Apprenticeships

Last month we informed you of the new Level 6 Health and Social Care Apprenticeship with Mary Seacole embedded. The first cohort is being launched in April 2021 in partnership with Manchester Metropolitan University. If you were not able to attend the session on the 19 January and would like to know more, the session was recorded and can be accessed [here](#).

If there is enough interest in the Midlands region, we can run a regional based cohort in September 2021. For more information, please contact Victoria Richardson, Programme Manager:

Victoria.Richardson@leadershipacademy.nhs.uk

Contact us

We welcome comment, news, information and feedback.



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Please subscribe to our newsletter by signing up [here](#).

How we use your information

You can read how we use information in our [Privacy Policy](#) which has been updated in line with the General Data Protection Regulation ("GDPR"). Any information you have provided to the NHS Midlands Leadership Academy will only be used by us, our network of NHS Leadership Academies, your organisation and providers of services and will not be disclosed unless we are obliged to or permitted by law to do so. For member organisations we record attendance information and may share these details with your organisation for reporting purposes.

We only send emails about our latest offers and relevant information on key areas such as talent management, inclusion and system leadership to enable you to book on to further offers as well as be kept up to date. You can however [Opt Out](#) from email communications at any time by emailing us. We will then remove you from our mailing list.

