



# Midlands Leadership Academy

*Latest news, offers and courses*

Issue 03: March 2021

*Across the Midlands Region*

## Introduction

Over the coming couple of months, we would like to seek your views regarding our offer to you and which of our interventions you think would best support your leaders, senior managers and their teams. As we edge carefully towards the post-COVID-19 recovery phase, we invite you to get in touch with us to begin a discussion around ways in which we can support you, and the practical sessions we can facilitate to increase strength, allyship and collaboration amongst your colleagues and organisations. Staff have proven they can step up and we need to keep this momentum going. We encourage participation and will continue our focus on creating a talent pipeline for the future.

2021/22 will see us continue to support our ICSs with their bespoke requirements, as well as continuing to serve our NHS colleagues across the region through our interventions and support programmes. We will continue to add to our offer throughout the coming months from Primary Care to Systems Leadership, Coaching & Mentoring to Leadership Development. You can find the most up to date events on our [website](#).

In this month's newsletter you will find new offers from the Midlands Leadership and Lifelong Learning team and our Talent Management colleagues. As always, please ensure you share these sessions with your colleagues and encourage early sign-up. We also showcase developments from the NHS flagship programme [#ProjectM](#). Peer support, mentoring and connecting with an experienced manager or team leader has never been as important as it is at the moment. Join our mentoring community as a mentor or mentee and get or give support to others across health and care. We are also delighted to highlight the superb new iteration of the [Edward Jenner Programme](#). The programme has been designed for colleagues who are new to health and care or an aspiring leader at the start of their leadership journey. We ask that you share this important programme within your organisation as cohort places will fill up fast.

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



NEW! Edward Jenner



Health Inequity



**#ProjectM**  
**Peer mentoring**  
 Connect to experience  
 Find out [more](#)

**New Edward Jenner Programme now open**  
 Supporting all colleagues  
 Click [here](#) for resources

**How can we dismantle health inequity together?**  
 Online Conferences  
 Full 4 date programme [here](#)

#ProjectM offers a new approach to mentoring:

- We know that there are skilled, experienced managers and team leaders who are willing to help, right now.
- It requires removing barriers and creating easier ways to enable people to make quick connections.
- Is a high trust and low intervention model that enables collaboration.

Your first steps in healthcare leadership! The Edward Jenner Programme re-opened for enrolment in February 2021. The programme will support you as you develop essential leadership skills and has been redesigned to offer even more flexibility; Launch takes up to five hours and Foundations is designed to be studied over six weeks.

For further information please [email the academy](#), or [apply](#).

Health inequity was a major issue even before the pandemic hit. But COVID-19 has made pre-existing health inequities starker and generated fresh injustice. Join speakers such as Sir Michael Marmot, Jo Bibby (Health Foundation), Dr Halima Begum, (Runnymede Trust), Emma Stone (Good Things Foundation) & Dr Bola Owolabi (NHSE/I) to explore what the VCSE sector role is in addressing the causes, rather than the effects of structural inequity.

## Talent management

**Midlands Leadership Academy**

**Mentoring Skills Development Programme for Senior Leaders**

The aim of this webinar series is to provide **high quality mentoring skills development to senior leaders** so that they are able to **offer mentoring support** to a wide range of individuals at **different levels of seniority** and in different disciplines within the **Midlands area** and to provide our talented leaders with tools and theories which will allow staff to **work collaboratively, compassionately** and in an **inclusively diverse manner** through engaging in **curious mentoring conversations**.

The programme is designed to provide individuals with insight and vision into 'what is needed' and the specific tools needed to release the underlying potential within their mentees, in their organisation.

It will include a **blend of theory, discussion and experiential learning**, supporting individuals to learn and develop as a result of the training.

Please note that by the end of the programme, there will be an **expectation that trained mentors register on our mentoring database and mentor a minimum of two mentees per year**. In return, the Midlands Leadership Academy and Talent Team will provide excellent CPD opportunities and ongoing supervision.

For: **Board executives including non-executive level, clinical directors, system leaders and senior leaders who work in Midlands.**

### 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 this 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 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.

Please note that by the end of the programme, there will be an expectation that trained mentors register on our mentoring database and mentor a minimum of two mentees per year. In return, the Midlands Leadership Academy and Talent Team will provide excellent CPD opportunities and ongoing supervision.

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

### Lyndsay's blog

Our very own Lyndsay Bunting, Head of Talent, Midlands Talent team and Acting Head of Talent for the South West has written an insightful blog on tips for developing an inclusive Talent Management Strategy with impact. You can read it [here](#).

## Our upcoming offers and programmes

### Mentoring Skills for Senior Leaders

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 our talented leaders with tools and theories which will allow staff to work collaboratively, compassionately and in an inclusively diverse manner.

[Cohort 3 – 10 March](#)

[Cohort 4 – 15 March](#)

[Cohort 5 – 22 March](#)

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

### Primary Care Senior Leadership Development Programme

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. [Creating High Performance Teams – 8 March](#)
2. [Courageous Leadership – 18 March](#)
3. [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.

### Coaching CPD Series

[Getting the most out of supervision – 11 March](#)

This webinar will provide you with everything you need to get the



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 and more through March:

- Leading and developing great teams **8 March**
- Leading compassionately through change **9 March**
- Leading inclusively and appreciatively with cultural sensitivity **11 March**
- Using Online Platforms as a Tool for Change **17 March**
- Leading Compassionately through Change **18 March**
- Virtual Leadership **19 March**

[Explore this offer >>](#)

most out of coaching supervision and share approaches and key reasons why accessing supervision is absolutely necessary for your coaching practice.

[Find out more >>](#)

## Leadership development

The Midlands Leadership and Lifelong Learning team recently ran two extremely popular Healthcare Leadership Model (HCLM) 360° CPD events which looked at what good leaders do, how to develop as a leader, best-practice leadership behaviours and how these affect the culture and climate of your teams. The NHS Leadership Academy has recently launched a new [Healthcare Leadership Model App](#); a digital tool to complement the HCLM and to support people to become better leaders in their day-to-day roles. This new app allows you to record observations about the leadership behaviours that you see around you. You can add in your own reflections, save and revisit your entries, set goals and reminders and download a summary PDF report for your programme or portfolio. The app can also be used for recording and reflecting on your own leadership behaviours.

Through 2020/21, as part of the need for innovative solutions to the sharp rise in the requirement for coaching skills in leadership, The Midlands Leadership and Lifelong Learning team has successfully run three cohorts of our [Building a Coaching Culture](#) programme. These sessions are designed around the need for leaders in health and care to be able to have better conversations with staff, peers and patients, and, as a result, to have a quick and meaningful impact on the leadership culture in the wider system. For staff who preferred an accredited course, we have also run both ILM3 and ILM5 programmes. We have ongoing programmes to support the development of mentors in the workplace and we have also worked in close partnership with our regional and national coaching and mentoring peers to align our strategies and ambitions for 2020/21 and beyond, as part of our networking approach to leadership and learning. We have new and existing programmes planned for the coming year and encourage you to stay abreast of developments on our website.

## Equality, diversity and inclusion

February was LGBT+ History Month. Bobbie Petford, GMTS Regional Trainee Support Manager in the Midlands Leadership and Lifelong Learning team, has written a blogpost: [Purple washing, bisexuality+ and LGBT+ History Month](#) In her blog she writes, "LGBT+ History Month, just like Black History Month, corrects the untruths told in biased accounts of the past. Without them the contributions of social movements and experiences of countless individuals would remain closeted and devalued." You can read Bobbie's article and other blog posts from our team by visiting our [website](#).

International Women's Day – [Women in health and care: Achieving an equal future in a COVID-19 world](#), will be celebrated on the 8 March. The NHS Chief People Officer is running a day of discussion and activity in the form of an 'unconference', to celebrate the 1million+ women who work in the NHS.



This unconference means that the people taking part will design the content and have the conversations they want about the challenges they face, with others who face the same challenges – and coproduce actions and solutions. You can see the full programme [here](#). Our theme is [#EverydayCourage](#) in tribute to the courage being demonstrated by women in health and care during these extraordinary times.

The Midlands Leadership Academy has three events centred around equality, diversity and inclusion coming up in March. Places are filling up fast so please do sign up to them if you are interested.



**Midlands Leadership Academy**  
**Inclusion, equality and diversity**  
**Inspiring Women in Leadership and Men as Allies**  
**Lift as you Climb Conference**  
 Thursday 11 March 1.00 pm – 4.30 pm  
 Virtual via MS Teams.  
 Free

Aimed at NHS staff with an interest in Equality, Diversity and Inclusion based in the Midlands.  
 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, 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.

### 11 March 2021

Firstly in celebration of Women in Leadership; we will 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, 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

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

### 19 March 2021

Thirdly [Religious Literacy, Chaplaincy & Culture: Elements of Multiplicity in the Workplace](#) covering aspects of religion, different beliefs and culture within the workplace. This work will look at how organisations can promote an understanding of faith in the workplace that goes beyond just policies and by developing an appropriate culture.

🔊 Looking into April, we will be facilitating the following lunch and learn session around menopause. Please keep an eye on our website for further information.

**Lunch and Learn Session - What is the menopause and what can I expect?** Across the Health and Social care sectors, nearly 80% of jobs are held by women\* and of this group, women outnumber men in 40-49 and 50-59 age groups in all regions; nearly 50% of the working population are women between 45 and 64 years old. Menopause therefore has the potential to create a significant impact on our workforce, both in terms of staff retention and our physical and mental wellbeing.

Come and join our **Lunch and Learn session** to hear why awareness of the menopause is important for all of us and how it has a significant impact on our wellbeing. We will explore what the menopause is, when we should expect it and why, and how we can learn to maximise our wellbeing and even thrive through this process of change.

*\*Please note we have utilised ONS data to capture the numbers of female staff groups within average age range as a mechanism to highlight key cohorts – we fully appreciate the variations in early, post menopause and in trans+/gender fluid colleagues and extend our welcome to you also for this event.*

**Health and well-being**



**“If you feel “burnout” setting in, if you feel demoralised and exhausted, it is best, for the sake of everyone, to withdraw and restore yourself” - Dalai Lama.**

“Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed, emotionally drained, and unable to meet constant demands”.

Follow this link for further information on support for burnout: [Burnout Prevention and Treatment - HelpGuide.org](#)

For more guidance on staff wellbeing resources please visit: [Our NHS People – Supporting our people: Helping you manage your own health and wellbeing whilst looking after others](#)

## Systems leadership e-book

Last month we shared a new systems leadership e-book, which some of you have reported difficulty accessing. Please find below an updated link to this important resource. As we move towards all Midlands STPs becoming Integrated Care Systems on 1<sup>st</sup> April, we are highlighting this guide which leaders and managers may find helpful to share with their teams.

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

This e-book details some of the options for systems leadership development we have this year. As we approach the beginning of a new financial year, we are very keen to seek your thoughts on what our systems leadership offer in 2021/2022 should be. Please do [contact](#) us to start this discussion or to arrange a face-to-face discussion.

## Contact us

**We welcome comment, news, information and feedback.**



[www.midlands.leadershipacademy.nhs.uk](http://www.midlands.leadershipacademy.nhs.uk)



[@NHSMidsLLL](https://twitter.com/NHSMidsLLL)

**Email:** [Midlands@leadershipacademy.nhs.uk](mailto:Midlands@leadershipacademy.nhs.uk)

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.

