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| Text  Description automatically generated**Issue 11: November 2021**  ***Across the Midlands Region*** |
| Introduction |
| The clocks have gone back, leaves are turning red and Guy Fawkes is on his way. And November brings International Leadership Week from 22nd to 26th November 2021 – leadership is in everything we at the Midlands Leadership Academy. Our interventions are designed to develop leadership within the Midlands region and to support leaders and managers throughout their lifelong learning journey within 2021/22 and beyond; we focus on four key leadership areas to assist our colleagues achieve the highest of standards in health and care:**Aspiring**: ​For those looking to take their first steps into a management role and build their leadership capability. **Emerging:** For those looking to take their first steps into a management role and build their leadership capability.**Established:** For those who are experienced managers and are looking to establish themselves in senior leadership roles.**Advanced:** For those in senior management roles who are looking to advance their leadership capability in and across care systems and communities.**“Leadership and learning are indispensable to each other.”***— John F. Kennedy*Last month saw the Government launch its landmark review of health and social care, led by former Vice Chief of the Defence Staff General Sir Gordon Messenger and he will report back to Sajid Javid, the Secretary of State for Health and Social Care, in early 2022. The review will look to improve processes and strengthen the leadership of health and social care in England. This will be the largest review of leadership in health and social care in 40 years.We will continue to support our NHS colleagues through their career and leadership journeys with the NHS, continue to check back at our events page to see where we can support you over the coming months: <https://midlands.leadershipacademy.nhs.uk/events/>We hope you enjoy the November edition of our newsletter, if your colleagues are not yet receiving this please do ask them to sign up through our [website](https://midlands.leadershipacademy.nhs.uk). |
| Leadership Development |
| **[The Complete Leadership Series 2021/22](https://midlands.leadershipacademy.nhs.uk/our-offers/leadership-development/complete-leadership-series-2021-22/)**Aimed at: Emerging leadersFollowing the success of the Complete Leadership Series 2020, we at NHS Midlands Leadership Academy wanted to improve and increase the offer this year, to tailor it by specific leadership skills or qualities and make it easier to choose the development opportunities that are right for you. This year there are 6 themes:* Leading with resilience in challenging times
* Virtual team leadership
* Influencing and negotiating
* Leading conversations
* Leading inclusively
* Leading with compassion

Each of these themes has three workshop modules that you can take to increase your knowledge and skills in a specific leadership skill. Many of these are now available to book with more coming soon and dates are staggered up to March 2022. [Book now](https://midlands.leadershipacademy.nhs.uk/events/category/leadership-development/) to avoid disappointment! **Introduction to Leadership & Management – coming soon!**Aimed at: Aspiring leadersAs part of our commitment to supporting and growing our NHS leaders, one of the biggest requests for this year was a development opportunity for new leaders and managers to develop a foundation of skills and understanding to enable them to feel confident in their role. We listened and have developed:Introduction to Leadership & Management – this development opportunity will be run as a series of half day workshops covering the following topics:* Leadership and management – What is the difference?
* Understanding your leadership style
* What is inclusive leadership?
* Conducting courageous conversations
* What is systems leadership?

This offer provides support and development by using a variety of engaging scenarios and techniques to explore the day-to-day challenges identified by leaders and managers on the ground in front-line health care roles.More information as well as dates coming soon! |
| Upcoming offers and programmes  |
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| **Leading Strategic Innovation in Health and Well-being**   |  | **A conversation with… Julie Neethling around Menopause** |
| The purpose of these workshops is to provide an understanding of well-being and resilience at an individual level, creating collective well-being and resilience at a team level, developing a culture of positive well-being and resilience at an organisational level and creating positive strategies at the system level.   Four Micro workshops have been designed by Growth Pod to provide training on how to Lead strategic innovation in health and well-being. The focus will be on supporting holistic health through a system lens.   Click the links below to find out more and book your place on the upcoming cohorts:     Cohort 3 starting [Monday 08 November 10:00 am - 12:00 pm](https://midlands.leadershipacademy.nhs.uk/event/leading-strategic-innovation-in-health-and-well-being-3/)[Cohort 4 starting Wednesday 10 November 1:00 pm - 3:00 pm](https://midlands.leadershipacademy.nhs.uk/event/leading-strategic-innovation-in-health-and-well-being-cohort-4/) |  | This session will provide a chance to have an informal discussion and to explore the subject together, Julie will share her thoughts of her own personal journey and offer some suggestions of what is available to support you on your own journey.Book here:[Thursday 25 November 12:30 pm - 1:30 pm](https://midlands.leadershipacademy.nhs.uk/event/a-conversation-with-julie-neethling-around-menopause/) |
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| **Transforming Conversations – Building a Coaching Culture**  |  | **Coaching and Mentoring - CPD and Supervision** |
| This programme will enable you to develop practical coaching skills you can apply straight away at work and in your personal life, equipping you with the coaching skills to be an effective, inclusive and compassionate leader.   Key benefits of this course include building confidence to lead inclusively through meaningful conversations with diverse groups and enabling you to build a coaching culture to support the development of high-performing teams.  Spaced across eight weeks, this course is a 28-hour virtual learning programme delivered via video learning and interactive Zoom sessions.  Click the link below to book your place:  [Cohort 4: Tuesday 09 November 2:00 pm - 5:00 pm](https://midlands.leadershipacademy.nhs.uk/event/transforming-conversations-building-a-coaching-culture-cohort-4/)  [Cohort 5: Thursday 13 January 9:30 am - 12:30 pm](https://midlands.leadershipacademy.nhs.uk/event/transforming-conversations-building-a-coaching-culture-cohort-5/)  |  | For our qualified and Midlands registered coaches and mentors we have available to book, CPD sessions and Supervision sessions.  If you are a coach or mentor with us then follow this link and start booking your sessions: [Upcoming Events – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/events/category/coaching-mentoring/) |

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| Equality, diversity and inclusion |
| Disability History Month 18th November to 18th December 2021Following on from the celebration and successes of Black History month, November sees the focus around Disability History Month – a chance to raise awareness and learn more about people within our communities or within our workplace who live with a disability. In the UK today there are around 14.1 million\* people with a disability and with an ever-increasing aging workforce, numbers in the workplace are set to rise. Let’s take this opportunity to educate ourselves more about this subject, to get involved or attend any events or more importantly just get the conversation around disability going. At NHS England and Improvement, the Disability and Wellbeing Network (DAWN) is a valuable network of educated, skilled people and I have been privileged to work extensively with Mark Leach, Programme Manager and Co-Chair of the Disability and Wellbeing Network and Erika Ottley, Senior HR/OD Transformation & Improvement Lead and Member of the Disability and Wellbeing Network (DAWN) Committee in the Midlands region throughout the past year. They have provided help and advice tirelessly on all areas around disability and have enhanced my learning and the quality of the work I do enormously. Take this month as a chance to learn about your own staff networks – find out who they are and the extensive knowledge, skills and support they can provide to their members. It is also your chance to add your own support and to give something back. (\*source [Family Resources Survey (2019 to 20)](https://www.gov.uk/government/statistics/family-resources-survey-financial-year-2019-to-2020/family-resources-survey-financial-year-2019-to-2020)A collage of people  Description automatically generated with low confidenceVisible Leaders NetworkWe are recruiting new members!The Visible Leaders Network (VLN), is a network for Black, Asian and minority ethnic staff leaders and aspiring leaders and is designed to support your career progression to senior level roles within the NHS. You can join the VLN if you are an NHS employee working in the Midlands at Bands 4 - 8a level. Why the VLN?In response to the Workforce Race Equality Standard (WRES), individuals and senior leads are looking for practical ways to develop and support aspiring Black, Asian and minority ethnic staff to achieve their full leadership potential. To ensure we achieve this goal we are currently holding two listening events for VLN members to hear their views in what is required to provide the skills and tools needed for success both for the individual and for the NHS.To find out more about the VLN or join see our [website](https://midlands.leadershipacademy.nhs.uk/our-offers/visible-leaders-network/).  |
| Talent management |
| **Midlands Talent Management Community of Practice** Last month, we were delighted to host our third Talent Management Community of Practice for Talent Leads and Practitioners in the Midlands region. In this session, we continued building relationships to shape discussions on our passions for Talent Management including why, how and what we are doing within our organisations and systems to achieve positive outcomes. Key discussions also included a focus on inclusive talent management, succession planning and creating Midlands wide Talent Management approaches and frameworks. Slides and a recording from this event and previous events can be found here: [Midlands Talent Management Community of Practice - Midlands Talent Management - FutureNHS Collaboration Platform.](https://future.nhs.uk/MidlandsTalentManagement/view?objectID=26205392) You may be required to join the site if you don’t already have access. Here you can also access our Midlands Community of Practice forum where you can join and continue active discussions from the sessions as well as post questions, ideas and thoughts. We also have a WhatsApp group to help our Community of Practice stay in touch. If you would like to join; please text your full name, job title and organisation to 07849 574 331. Our next session will take place on 26th January 1:30-4pm. We will be in touch closer to the event with more information and how you can register.**Inclusive Talent Management Masterclass Series****Please find below event details as part of several exciting and innovative sessions being hosted by the Midlands and South West Talent Management teams in 2021/2022 as part of our Inclusive Talent Management Masterclass series.** **Black History Month** **– Proud to Be**The Midlands and South West Talent team were thrilled to host our second Talent Management Inclusive Masterclass in October, celebrating Black History Month. We were delighted to be in conversation with Patricia Miller (Chief Executive, Dorset County Healthcare Foundation Trust), and Ade Williams (Non-Executive Director, North Bristol Trust and Lead Pharmacist, Bedminster Pharmacy) who reflected on their lived experiences and career journey to-date, including sharing ideas on what we can do as leaders to support inclusive talent management as well as tips for aspiring leaders from the BAME community. The recording and slides from the session can be found on our Midlands Talent Management futures page [here](https://future.nhs.uk/MidlandsTalentManagement/view?objectId=31124560). You may be required to join the site if you don’t already have access. **Disability History Month Celebration – Making Talent Management Inclusive for All - 24 November, 1:00pm – 3:00pm**As part of Disability History Month, the Midlands and South-West Talent Management Teams, working in partnership with the Disabled NHS Directors Network are delighted to jointly facilitate this session on the reality of being a disabled leader in the NHS. Network members will reflect on their lived experiences and career journey to-date.They will share ideas on what we could do as leaders to support inclusive talent management as well as tips for aspiring disabled leaders. We hope that you will come away from the session with some thoughts on what you can personally do to support inclusive talent management in your workplace. You will also have the opportunity to ask questions.This session would be beneficial for anyone with an interest in making inclusive talent management a reality within health and social care; for example NHS ED&I, HR, OD and Talent Management professionals and senior leaders who have a responsibility for ED&I, leadership and talent development within an organisation or across a system. We would particularly welcome disabled colleagues.Click [here](https://www.events.england.nhs.uk/events/disability-history-month-celebration---making-talent-management-inclusive-for-all) to find out more and book your place. Please kindly share with your talent management/HR/ED&I/OD lead. **Recruiting and Promoting BAME Leaders Inclusively with Cultural Intelligence Masterclass with Jennifer Izekor, Founder and Leader of Above Difference – 15th December, 1:30 - 4:00pm** Join us on the 15th December for this stimulating and innovative session with guest speaker Jennifer Izekor, Founder and Leader of Above Difference Limited, who will provide an overview of Cultural Intelligence (CQ) and how it relates to Recruitment, Talent Management, & Career Progression.This session is a half day masterclass which follows on from the session held earlier this year and will provide an overview and in-depth conversation on:* What does ‘good’ feel like.
* Real life examples as they relate to recruitment, relevant to current COVID recovery period.
* Cultural value dimensions such as Individualism/Collectivism and how that impacts recruitment decision making.
* Overview of how the culture of the organization impacts on the recruitment, retention and progression of BAME leaders and how enhanced CQ can help create a more inclusive and equitable workplace culture.

This session is specifically aimed at NHS ED&I, HR, OD and Talent Management professionals and senior leaders who have a responsibility for ED&I, leader, and talent development within an organisation or across a system. Click [here](https://midlands.leadershipacademy.nhs.uk/event/recruiting-and-promoting-bame-leaders-inclusively-with-cultural-intelligence-masterclass-with-guest-speaker-jennifer-izekor-2/) to register for the event. Please kindly share with your talent management/HR/ED&I/OD lead.  |
| Systems Leadership |
| The ongoing move towards a system wide approach to health and care, including the formation of ICS’s, requires our leaders and managers to work in different ways. At the Midlands Leadership Academy we are providing a number of core offers and targeted support to help our leaders lead effectively across systems. We have based our Systems Leadership around the framework developed by our colleagues in the North West NHS Leadership Academy, describing the principles and behaviours we need to embed across our leaders and managers to enable them to work differently. The series will allow participants to explore the move to systems thinking and working, drawing in systems theory to support behaviour change. There are four virtual masterclasses which build upon the systems leadership story of Being, Relating and communicating, Leading and visioning and Delivering. This series is aimed at those in senior management roles who are looking to advance their leadership capability in and across health and care systems and communities. Leaders are invited to attend all four sessions in the series or just those most relevant to them.To find out more and to book your place, follow this link. We are excited to be launching an Intergenerational Leadership Keynote in the new year. A thoughtful approach to intergenerational dynamics has never been more important now that we have four generations in our workplace (Boomers, Gen X, Millennials, Gen Z). Within the NHS there is a necessity to retain a talented workforce, with consideration needed for those leading and nearing the end of their career but also for young people to be choosing the NHS as an organisation of choice. As a result, we are thrilled to introduce keynote speakers’ father and son generational experts’ duo: Jonah and David Stillman who will bring their expertise to inspire and bring meaningful insight into how generations connect and clash in todays’ workplace. This masterclass will provide senior leaders with the insight to recognise and manage challenges within culture, ideals, values and practices. Keep an eye out on our website for your chance to book on to this promising event! |
| **Health & well-being** |
| Jacinda Arden, Prime Minister of New Zealand, recently said that “one of the criticisms I’ve faced over the years is that I’m not aggressive enough or assertive enough or maybe somehow, because I’m empathetic, it means I’m weak. I totally rebel against that. I refuse to believe that you cannot be both compassionate and strong.” Compassionate leadership recognises the individual contribution of every team member and sees this as essential to the teams individual and overall well-being and effectiveness. Through consistently listening, understanding and empathising leaders can create an environment where difficult conversations can be had (when needed) and subsequently see improved performance. For more information on compassionate and inclusive leadership visit [here](https://www.england.nhs.uk/culture/what-does-compassionate-and-inclusive-leadership-mean-to-us/). Have you completed your staff survey yet? Check your email for your unique code to access the questionnaire and have your say on your NHS staff experience!**About the survey*** The annual NHS Staff Survey is one of the largest workforce surveys in the world and has been conducted every year since 2003.
* The survey is an official statistic, run independently of NHS England and NHS Improvement and to the highest standards of quality and accuracy. What you say is kept confidential and anonymous.
* After the survey closes, everyone’s answers are gathered together by the Staff Survey Co-ordination Centre that manages the survey for the NHS. It then takes a bit of time to carefully check and analyse that very large amount of anonymous data.
* This gives a really accurate picture of what it’s like to work in the NHS, which is used by numerous different organisations, as well as your own organisation, to make things better for you, your colleagues, and our patients and service users.
* By giving just 15 minutes of your time you can help make the NHS the workplace we all want it to be.
* This year the survey will be open to our NHS people from (latest date for any local organisation is Monday 4 October) and closes on Friday 26 November.
* Please do fill yours in and make sure you have your say. As the People Promise says: “We each have a voice that counts”.

**Why the national staff survey matters**?* The more our NHS people know their organisations are listening to them and acting on their feedback, the better the outcomes for us and our patients.
* A lot of good work is going on but there is always room to do more and make it the best for all of us, regardless of where we work.
* Despite the pressures of the pandemic last year, some 600,000 of our NHS people completed their survey. This was really appreciated, and we hope even more will be able to do so this year.
* After the unique demands of the last 18 months, it is more important than ever that our NHS people can share their views on their working experience and how it can be improved.
* The NHS Staff Survey is a rich source of data to support understanding working experience and complements many other local channels to enable our NHS People to have a voice – the means by which people communicate their views to their employer and influence matters that affect them at work.
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