NHS North West Leadership Academy goes international

The NHS North West Leadership Recognition Awards 2014

Maximising Your Membership

A new look for Mentoring in the North West!

Peter Fuda
Masterclass
Dear colleagues, Welcome to our latest edition of Leader, it’s packed full of information about the leadership development that has been happening over recent months along with new offers not to be missed.

Simon Stevens has come into post as CEO of NHS England and has said he wants to see ‘an NHS that is more flexible, more adaptable’ and that the NHS should ‘embrace and harness… three quite fundamental shifts in the practice of modern medicine’. These are: personalised medicine, the use of data and the role of patients and communities. We will work with you, our members, to ensure that the development and support we offer assists you as leaders to create the environment for this to happen ‘membership in action’.

It was fantastic to come out to meet you in your localities when we delivered our ‘Maximising your Membership’ road shows, it gave the opportunity to hear from some inspiring speakers and to view new offers. Though I think the thing we enjoyed most, was being able to have the time to talk to people, to understand the challenges and the opportunities you are facing and to discuss some of the potential development you would like to see. Catching up with old friends is always a pleasure. Read more on page 15.

Kay and I recently travelled to the Integrated Care Foundation Conference in Brussels to present along with colleagues from our Leadership for Integration programme. Other delegates from around the World were massively impressed by the work being undertaken in our region and the impact it is having on patient outcomes, with one asking if we could come and deliver the programme in Holland, read more on page 12.

Lastly, our Regional Leadership Recognition Awards are now open for nomination so please do consider who you might want to nominate. www.nwacademy.nhs.uk/recognitionawards2014

Once again should there be any area that you would like to have a more in depth conversation about please do get in touch.

Thank you for your continued support.

Deborah Arnot

Director
NHS North West Leadership Academy
The NHS North West Leadership Academy's Inclusive Leadership Pilot programmes are now complete.

The pilot programmes explored the enormous importance of Inclusive Leadership to all those working within the NHS. Reports and perspectives, such as those expressed in the Francis Report, in ‘The Snowy White Peaks of the NHS’ and more recently, in Simon Stevens speech at the recent King’s Fund Leadership Summit, have brought centre stage the vital importance of developing an NHS culture that appreciates, values and harnesses diverse talents in order to truly meet the needs of local populations.

The 4 day pilots were delivered over 2 x 2 day workshops. There overall aim was to further develop leaders’ capacity to think and behave inclusively, acknowledge, value and harness talent in all its diverse forms, enabling leaders to reach out and connect more deeply with those with whom they work and with those they serve.

The pilot programmes enabled participants to:

- Recognise that difference and diversity is important for everyone and each of us has our own position and stand point in a diverse world
- Acknowledge the ever-present bias (conscious and unconscious), stereotypes, myths, prejudices that we are all subject to, often out of our awareness, and that permeate our relations with others
- Articulate and own a vision of possibilities of leadership rooted in valuing and celebrating difference
- Draw upon an approach and develop skills that enable leaders to reach out and connect with others and embody inclusive leadership

The pilot programmes proved to be challenging, stimulating and rewarding for participants. Not everybody who started the programme was able to complete, though all participants gave us feedback relating to their learning, their intentions to apply their learning within their own organisations and ideas for programme development.

With our delivery partners we adapted the programme from pilot 1 to pilot 2, and will do so again with the feedback from pilot 2. We know we have a richer offer as a result and wish to take this opportunity to say THANK YOU to all participants.

Both cohorts expressed the desire to form a network to support the application of their learning in the workplace and the NHS North West Leadership Academy will be establishing the network in the very near future.

A sample of programme participants’ feedback:-

- Excellent - fabulous sharing approach - open and constructive - great
- Fantastic. Really enjoyed it and will take back insight into my leadership
- Really enjoyed it and learnt such a lot - even though originally though it wasn’t for me
- I really enjoyed the workshops, the facilitators were excellent, the exercises thought provoking and relevant
- I came away from the 2 days convinced that Inclusive Leadership is a trait that should be in all Leaders and, as such, should not require a programme of its own but be within all leadership development
- The importance of inclusive leadership – approaches to dealing with challenging situations – listening and learning from other peoples experience
- Personal growth
- What ‘inclusion’ actually means/is!
- Inclusive leadership models and importance of inclusion

For further information relating to this programme please contact Catherine.molloy@nwacademy.nhs.uk or call us on 0161 625 7348
Great leaders are everywhere in the health service and we want to find them!

The NHS North West Leadership Recognition Awards celebrate leaders at all levels and across all professions who have ultimately improved people’s health, the public’s experience of the NHS and those leaders who you are truly proud to work alongside.

So, what does this mean?

We are on the lookout for members of staff from across the North West who have gone above and beyond their role to make a difference – do you know someone who has championed quality improvement? Someone who has gone the extra mile to support and motivate their peers on a day to day basis? Or maybe even someone who’s positive energy spills over into the atmosphere they create?

We understand that it can be a challenging environment – but we must all know someone who deserves to be celebrated for their continued hard work, perseverance and for the positive impact they have on others.

We want to celebrate people who not only provide exceptional care to patients and service users, whether directly or indirectly, but who act as role models and inspirational leaders for the next generation of NHS professionals.

Improving compassion and the quality of patient care starts with leadership…

The Award Categories are:

- NHS Board/Governing Body of the Year
- NHS Development Champion of the Year
- NHS Emerging Leader of the Year
- NHS Patient Champion of the Year
- NHS Mentor/Coach of the Year
- NHS Inspirational Leader of the Year
- NHS Leader of Inclusivity of the Year
- NHS Innovator of the Year
- NHS Leadership Recognition Award for outstanding collaborative leadership

Every regional winner will automatically be in the running for the National Award of the same category hosted by the NHS Leadership Academy in February 2015.
Nominations for our 2014 awards opened on 2nd June

**How to enter**

Visit [www.nwacademy.nhs.uk/recognitionawards2014](http://www.nwacademy.nhs.uk/recognitionawards2014) to place your nomination.

**Nominating is easy, all we need is:**

50 words: An introduction that provides us with insight to your colleague – Who are they? What do they do?

500 words: A statement on why your colleague/person you are nominating deserves the award by meeting the criteria stated

250 words: Supporting evidence – How have they made a measured difference? Please note, make sure the evidence is in the body of the application.

It is important that you answer the questions as fully as possible - giving examples to support the nomination.

We receive many excellent nominations - so don’t assume we already know who you are talking about!

If you have any queries about the Awards process please contact Fiona Barnes on 07545 401604 or Fiona.barnes@nwacademy.nhs.uk

**Please note:**

1. We must receive your nomination, by no later than 5pm on Friday 1st August 2014

2. There must be only one nomination per form. If you want to nominate more than one individual, please use separate forms.

3. When you have completed the form please click on the ‘Submit’ button at the very end. You can also save your form if you want to come back to it at a later time.

4. All nominations must be approved by the CEO or CAO.

Visit [www.nwacademy.nhs.uk/recognitionawards2014](http://www.nwacademy.nhs.uk/recognitionawards2014) for more information
Access All Areas
A backstage pass

In April we launched our very first Access All Areas programme, an offer that we designed exclusively for you. Our members in response to your request to be able to understand more about how your private sector counterparts lead. We engaged with a number of companies, read more below...

The programme began with an insightful evening dinner with first host Phil Couchman, Managing Director, DHL, a division of the world’s largest logistics company that operates worldwide. Phil talked us through his rise to becoming a senior leader, his highs and lows and the pinnacle points in his career which made him the leader he is today.

The following morning we set off to visit DHL’s largest distribution centre in the country – Park Royal, where we were shown around the facilities by Phil, to understand the processes by which they operate and where they had implemented changes and improvements to make the service more efficient and more importantly, have helped to boost staff morale.

We were then shown DHL’s culture change programme – designed to boost morale and productivity, reminding staff of DHL’s heritage and rebuilding the culture, following on from a few low years following a large reduction in staff.

The Certified International Specialist, CIS programme was bespoke and personally developed by DHL’s CEO, Ken Allen, who then also started the roll out in 2009 delivering the programme himself and still does in order to send the right message about the importance of it.

Every single employee at DHL has been through the programme from the board to front line staff and in terms of delivery, it has followed a train the trainer approach, all delivered internally by real people and real managers (CEOs included) and DHL cites this as one of main reasons it has been successful, which has resulted in a 38% increase in productivity.

“Look after the people and the numbers look after themselves.”
Phil Couchman, MD, DHL

Following an insightful tour around DHL we then moved over to Fairline Boats, a British luxury motor yacht builder, to meet CEO Kevin Gaskell. Kevin’s CV is certainly impressive having been CEO for Porsche and BMW as well as starting several independent companies which all had huge success.

Kevin’s approach to leadership was particularly inspiring to everyone, and he talked openly and honestly about the trials and tribulations he had faced throughout his career, having to turn international brands round from the brink of collapse in some cases, therefore having to improve service whilst making cost savings is something he was all too familiar with.

Kevin was an inspirational guy, so much personal energy and commitment. Having worked in the NHS for most of my adult life, I found it fascinating how he could switch brands/companies so often and yet still throw himself 200% into his belief and ambition for the product.

His focus is simple, believing that as a leader you need to engage people in the pride and passion of the company in order to encourage people that they can turn something
very ordinary into something extraordinary – he simply encourages staff to believe in themselves and the company and in doing so their passion turns in to quality which enhances the brand. This passion was accompanied by a very strong focus on the numbers and strict project management and matrix working with employees understanding the need to collaborate and work together.

Kevin epitomised strong and focused leadership and I particularly likes his idea of one version of the truth for the organisation, no mixed messages.

We have reconfigured our PMO office and the whole transformational work programme. We will use process charts on the walls of the office to track progress, creating a ‘war room’ of information and performance data.”

“People are the foundation of everything in a business.”
Kevin Gaskell, CEO, Fairline Boats

For our final tour we visited Isuzu, a commercial vehicles and diesel engine manufacturing company, to see their former CEO and now Honorary Chair Nikki King. Nikki’s enthusiasm and passion for customer service was infectious and her determination to implement it was inspiring.

Every patient who is admitted to the hospital is going to receive a welcome letter from myself. I was particularly struck by Nikki’s approach to supporting women in the workplace, with her family friendly and flexible working approaches.

Not only does Nikki have such confidence in her brand, company and employees that she puts her own personal home number at the bottom of every letter that goes out to new customers, she personally contacts any customer herself who has had a serious problem with their product to apologise - the Isuzu brand is 100% driven by customer service.

Nikki also believes in customers not being passed around from person to person in an organisation which can cause major frustration. Instead, customers are allocated one main point of contact and a support person should they not be able to reach their contact.

Nikki also supports women in the workplace, allowing mothers to work from home and have flexibility around when they complete their work, which actually benefits the customer. Nikki’s belief is that by being supportive and flexible she retains an exceptional talent pool of employees who are incredibly loyal and dedicated workers, rather than lose them.

“I am going to promote a more innovative approach to being flexible in working hours, home working etc.

“You can’t write a manual for customer service – it has to come from the heart.”
Nikki King, former CEO and Honorary Chair, Isuzu

Each and every one of our hosts brought different thoughts, ideas and perspectives to the programme and inspired our participants in different ways and it was clear to see that everything that we heard from the hosts was all completely transferrable back into the NHS.

Following on from the success of our Access all Areas pilot we are now planning another tour in October, details of which will be released shortly.

To see videos from our participants about what they thought of the programme and to register your interest for the next tour visit our website www.nwacademy.nhs.uk/aaa

Tweets from the tour

John Lancaster
@Lancj1
Apr 24
Fantastic experience learning from proven leaders across the private sector. Lots to reflect on The NHS will benefit from this @nhsnwla

Arrived Lpool with untwittered Debbie Fryer. Great experience with @nhsnwla @SimonGilby_WCT @Mel_Pickup @darnot61 @nickyjdavies #access

Simon Gilby
@SimonGilby_WCT
Apr 24
Isuzu Trucks CEO Nikki King ‘Happy fulfilled staff make happy fulfilled customers.’ Simple of course...@nhsnwla

With Isuzu trucks CEO Nikki King. Customer Care everything. ‘You are the sole reason for our work, not an interruption’. Brilliant @nhsnwla

Mel Pickup
@Mel_Pickup
Apr 23
Brilliant visit to Fairline Boats with CEO Kevin Gaskell, really focused leadership. Inspirational stuff changing cultures and engagement.
The New Healthcare Leadership Model

The Healthcare Leadership Model has been developed to help staff who work in health and care to become better leaders.

The tool will help you understand how your leadership behaviours affect the culture and climate you, your colleagues and teams work in. Whether you work directly with patients and service users or not, you will realise what you do and how you behave will affect the experiences of patients and service users of your organisation, the quality of care provided and the reputation of the organisation itself.

The Healthcare Leadership Model is made up of nine ‘leadership dimensions’:

- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging with the team
- Holding to account
- Developing capability
- Influencing for results

To support the use of the new Healthcare Leadership Model there is a self-assessment tool and a 360 degree feedback tool now available on the NHS Leadership Academy website, along with the full model at www.leadershipacademy.nhs.uk. To access either tool, you will need to register for a free NHS Leadership Academy account.

The NHS North West Leadership Academy recently delivered an information session, for facilitators of the previous NHS Leadership Framework, to share the new model. As part of an NHS North West Leadership Academy sustainability project to support the move from NHS Leadership Framework to the new Healthcare Leadership Model, we shared the regional plans to support existing facilitators to access the online training to become a facilitator in the new model as well as supporting Train the Trainers in the new tool.

Any existing Leadership Framework facilitators should by now have received an email from ‘360 Support’ sharing their log-ins to undertake the online training module for the new model. If you have not received this, please contact our team to query this on 0161 625 7360 as soon as possible.

We will be shortly sharing the plans to train new facilitators and Train the Trainers to ensure there continues to be a sufficient supply of trained facilitators to meet the demand to support the uptake of the new model across our region.

If you have any questions about the new Healthcare Leadership Model or the NHS North West Leadership Academy sustainability project, please contact Dawn.Nisbet@nwacademy.nhs.uk or 0161 625 7360.
The NHS Leadership Academy national core programmes are certainly gathering momentum and the uptake in the North West continues to be very good. The online programme, Edward Jenner continues to attract applicants with 1216 registered, and 28 who have completed the programme.

**Intersect**

In order to be a successful systems leader it is vital that we are aware of the impact we have, our leadership style and how we work with complex and challenging issues. Intersect is a ground breaking new systems leadership programme from the NHS Leadership Academy. There are forty places available from those responsible for system leadership, participants will be recruited and selected from across health, adult social care, education, local government, children’s and emergency services. The programme will take them on a transformational journey developing greater understanding of system leadership, development of self-awareness and the confidence to deliver the changes demanded by our citizens.

The programme aims to: –

- Increase confidence to be able to establish meaningful and productive relationships.
- Explore the nature of self, other people and external organisations.
- Gain a deeper understanding of cross-sector dynamics.
- Engage with participants from other sectors to gain a deeper understanding of behaviours, practices and processes outside your organisation.
- Offer exposure to leading edge thinking and collaboration.
- Increase emotional intelligence and self-awareness.

Intersect is for leaders already in or close to executive roles across public services who face complex issues and changing landscapes.

This is a pilot programme and will be evaluated with a view to delivering further programmes. Watch this space!

**Frontline Nurses and Midwifery Programme**

The NHS Leadership Academy aims to support frontline nurses and midwives and help them do the jobs that they love even better and have a greater influence on the way care is delivered. The programme will help them reflect on their strengths, their role and their ability to do what they came in to the profession to do – make a difference to people’s lives.

The first cohorts of the programme began in April 2014, nationwide. Applications continue to be on a first come, first served basis.

The programme offers leadership development for registered nurses whether they work in people’s homes, nursing homes, out in the community, in hospices or on the wards or in any organisations providing NHS funded care.

Over the course of six months participants will:-

- Build confidence and capability to have even greater influence on care.
- Learn to recognise what they do well and find out what they could do better.
- Develop new skills and put them into practice.
- Take the opportunity to think about how their behaviour impacts on those around them, including patients, colleagues and care teams.

Applications are made through the NHS Leadership Academy.

For more information on all of these offers visit www.nwacademy.nhs.uk/national-offers or call Lynda Lowe on 0161 625 7391.
LEADING BETTER CARE FOR ALL IN THE NORTH WEST

A jointly hosted North West wide event was held on 12th March. The North West region has been working collaboratively over a number of years to tackle key transformation challenges including those related to health and social care reform. There was appetite in the region to come together to look at how the North West could work together on this agenda further, and support each other beyond the submission of the Better Care Funding plans. In addition, there was a desire from the Department for Health to engage with the regions on this agenda. To satisfy the needs of the whole system, two separate events were held:

1. A breakfast dialogue with the Minister of State for Care and Support, Norman Lamb, MP – this was an invite only interactive session for chief executives and accountable officers from health and social care to come together in a safe environment to discuss the challenges of integration. There were three key aims of the event:
   - To create space to confidentially discuss the opportunities and challenges of the better care fund
   - To discuss how the North West can collectively lead better care together
   - To share with Norman Lamb, MP, the North West’s approach and ideas

2. A Leading Better Care for all in the North West Conference – this was open to a much broader audience of senior leaders from across local government, health, fire, police, housing associations, voluntary sector and independent and private care providers. The three core questions the event aimed to answer were:
   - How we can make the most of the better care fund
   - How we can collaborate, co-produce and share ideas and practice
   - How we can collectively shape the leadership challenge in the North West

KEY CONFERENCE STATISTICS

- 42 chief executives (and equivalent) from across the health and social care system attended the Breakfast Dialogue with Norman Lamb, MP
- 165 leaders from across the North West attended the main conference
- 102 different organisations were represented
- 16 international, national and regional speakers presented to the audience
- 270 Tweets using the #NWLBC
PRIMARY THEMES CAPTURED ON THE DAY

Helpful Strengths claimed by Participants in the Passage to Integration:
- Shared vision and values
- Broader stakeholder engagement, including providers and voluntary sector
- Political leadership
- Focus on broader issues such as employment and wellbeing
- Effective, structured governance
- Energy, drive, passion and commitment
- The courage to challenge each other

AREAS IDENTIFIED WHERE HELP WAS NEEDED TO ESCALATE THE PACE OF CHANGE:

There were four interlinked themes that emerge under this heading:

LEADERSHIP REQUIREMENTS:
- Challenging ourselves and partners
- Encouraging and allowing innovation
- Empowering staff
- Realistic focus on what works and honesty about finances
- Managing inherited bureaucracies
- Addressing the relative power of Local Government and CCGs
- Selfless rather than heroic leadership

UNPICKING CONFLICTING PROCESSES OR MERGING PRACTICES, INCLUDING:
- Joining up approaches to personal budgets, performance, and the workforce, bearing in mind professional disciplines

LISTENING TO, ENGAGING WITH AND INVOLVING:
- Patients and carers
- ALL providers
- Broader resources, such as the third sector, local assets, housing, public health and children's issues

JOINING RESOURCES AND LOGISTICS:
- Practical integration of teams, single points of access and co-locating staff
- ICT integration and data exchange
- Seven day working

THEMES CAPTURED CREATIVELY ON THE DAY. TO VIEW VISIT www.nwacademy.nhs.uk/resources

NEXT STEPS

- To develop further the North West wide support system to continue to connect people, ideas and practice
- To build on the strength of collaboration and collaborative leadership in the North West
- To align activities and support for the Better Care Fund Implementation alongside the regional work being undertaken to support the Care Bill

THANK YOU

Thank you to everyone that made, not just the event a success, but has been part of creating the North West collaborative leadership community.

The conference was designed and delivered through a partnership with North West Employers, Department for Health, Department for Communities and Local Government, Local Government Association and the NHS North West Leadership Academy.

The approach modelled the very best in collaborative working and our thanks go to the many people and organisations that helped deliver this successful event and we look forward to working with you all in the future.

“WE NEED TO USE THE CURRENT ‘MESSINESS’ TO CREATE INNOVATIVE INITIATIVES WHICH HAVE IMPACT.”

“ARE WE DOING THINGS DIFFERENTLY OR ARE THERE JUST A FEW SMALL POCKETS (OF INNOVATION) AND PILOTS?”

These two comments epitomise the need expressed on the day for us to learn from the ‘messiness’ and successful ‘small pockets’. This could be done by creating opportunities for debating ideas and innovations (successes and failures) and structure opportunities for learning from each other and consideration of how to address problems.
Centre Stage is a range of innovative leadership programmes which support NHS leaders to influence, inspire and command their space in a leadership position, presenting with real impact and confidence in all environments, every time.

In the Wings is our Centre Stage spin off which takes the key elements from our Centre Stage package but condensed over two days, maximising learning whilst minimising time out of the office.

Stage 1

A robust readiness check for each participant, this interactive stage is carried out independently and remotely, providing time and space to explore key reading, videos and exercises available on our exclusive portal.

Stage 2

This high energy, intensive two day residential will bring the group together and take you on a significant and potentially life-changing journey. Using a range of interactive activities, on Day 1 we will uncover, refine and re-energise your mission and purpose, so you can safely build and deliver your story with confidence and presence. Providing Centre Stage tools and techniques to support you, video will help you review your progress throughout the day.

Stage 3

Three months after the Stage 3 residential we will revisit you individually with a one hour Skype coaching session to capture, review and evaluate your learning from the programme.

Day 2 is where it all comes together - building on your strengths, you will learn how to make your story connect emotionally with your audience. Structure, metaphor and gesture elevate your power to connect as you realise the power of your own story. The day is completed with a final videoed delivery of your presentation, and time to identify next steps and actively contribute to your PDP.

Feedback from the pilot has been fantastic, with delegates finding this programme extremely worthwhile. One delegate gives her thoughts below:

Lisa Minshall,
Head of Community Nursing,
East Cheshire NHS Trust

“I was fortunate enough to gain a place on the second pilot group of the ‘In the Wings’ programme and wanted to thank you for recognising the need, and the value in providing me (and the other group members) with such a marvellous development opportunity.

The 2 days were intense (and exhausting) and being able to immerse yourself so completely in the experience was invaluable and allowed me to get the most out the learning opportunities available.

The facilitators provided the right mix of encouragement, direction and constructive feedback - and if I can take just a portion of their ability to inspire, motivate, enable and coach back to my workplace I will be happy!

For the NHS to meet the challenges of the future we need a workforce who have not only had the investment made to give them the knowledge and skills to deliver, but are supported to have the confidence to believe that they CAN deliver, influence, challenge and inspire others... even in difficult situations...

This experience was ‘mind changing’ and I hope that there are further opportunities made available for others to follow and experience the same learning…”

Visit www.nwacademy.nhs.uk for more information on the In the Wings programme or call us on 0161 625 7348
The aim of the conference was to exchange knowledge, experience, new ideas and projects around 4 important areas of integrated care design and delivery:

- Policy making towards integrated care
- Making the transition towards integrated care
- Thinking differently
- Innovation and integrated care

Deborah Arnot, Director and Kay Worsley-Cox, Senior Leadership Associate led the symposium supported by six Leadership for Integration alumni from across the North West.

The symposium was an exciting opportunity for the NHS North West Leadership Academy to share with an international audience, the Academy’s approach to leadership development, present the broad research findings from the Aston University longitudinal research study and share the learning about impact on patient care and population health from Leadership for Integration alumni.

We were joined by team Cumbria, East Lancashire, Oldham, Wirral, Cheshire and Stockport who delivered an interactive world café session to share their integration work.

The alumni were fantastic ambassadors for the North West and they demonstrated such passion and commitment to the integration agenda and the population they serve. They shared their learning from their leadership journey and demonstrated how the L4I programme had accelerated and supported their integration work. The world café session was full of energy, there was great engagement and exchange of ideas with delegates from across the globe.

The Academy had immediate positive feedback following our session, including comments from very senior leaders in New Zealand and the Netherlands who were very impressed with the Academy’s work and interested in working closely with us.

Cumbria was awesome. What they are doing in a rural setting is fantastic!

In April 2014, the NHS North West Leadership Academy successfully lead a Leadership for Integration (L4I) symposium at the Integrated Care Foundation’s 14th International Conference, “Taking Integrated Care Forward: People, Policy and Practice” in Brussels.

For further information about L4I outcomes go to: www.nwacademy.nhs.uk/resources
Pushing the Boundaries
Clinically Led Leadership Development Strategy
(Inclusive of Managers)

Thank you to all of our members for your input and support in launching the Pushing the Boundaries Clinically Led Leadership Development Strategy. We have been able to make significant progress towards the delivery of the aspirant talent element of the strategy.

Following the launch event back in January, we are delighted with the enthusiasm and commitment from participants and mentors of the Aspirant Talent Programme. 38 participants from 13 provider organisations (including the North West Ambulance Service and Mental Health Trusts) and 15 commissioning organisations are currently taking part in the pilot.

All participants have undertaken an assessment and development centre, in March and April, receiving immediate feedback on the day and a full written report.

Each participant has been assessed against the “Essential Ingredients”.

ESSENTIAL INGREDIENTS

Leadership qualities to lead in the “new NHS”

- Resilience and Tenacity
- Moral Purpose (a passion for doing the right things at the right time for patients, service users and local populations)
- Strategic External Focus and Whole Systems Thinking
- Commercial, Business-Focused and Entrepreneurial
- Thinking Differently and Making Things Happen
- Authentic Leadership – Self and Other
- Communicating with Credibility and Cross Boundary Working

HOW THE NORTH WEST ARE ‘PUSHING THE BOUNDARIES’

Mentors and Development Leads at the launch event in January
One of the strengths of the approach is the tripartite agreement between the participant, the organisations mentor and the NHS North West Leadership Academy development facilitator.

As we go to print, all participants are signing off their bespoke development plan via the tripartite meeting. The plans include access to:

- Internal corporate experiences
- External experiences
- A suite of NHS North West Leadership Academy offers

Potential access to national NHS Leadership Academy Programmes

**What’s next?**

Given the positive feedback and demand from our members we will be launching a recruitment campaign for future Aspirant Talent Programmes starting in July. Please use this time to continue identifying talent in your organisation, ready for recruitment. This will ensure that we are reaching your talented aspiring board and governing body leaders across the membership.

For more information on the Pushing the Boundaries Clinically Led Strategy please contact info@nwacademy.nhs.uk or call us on 0161 625 7348

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**THE FEEDBACK HAS BEEN TREMENDOUS, HERE’S WHAT THE PARTICIPANTS SAID:**

- ...I wanted to let you and the team know just how impressed I was with the event. It was a genuine pleasure to be there and I honestly felt inspired throughout the day. It certainly helped clarify some issues and beliefs I hold about myself personally and where I want to be and how to get there. I thought the sessions that made up the day were challenging and provocative, but most of all, they were inspirational and fun! I actually went home and said it was the best day I had had in the NHS since I started...

- Excellent day that helped (and re-assured!) Me about where I am up to now and where I want to be.

- I thoroughly enjoyed the event and came away with more of an understanding of key development areas. The subject matter exposed those development needs in a controlled environment which I found very useful.

- I don’t think there was one thing that was not of benefit to me.

- What a superb day it was yesterday. Really, really enjoyed it, and a superb experience! This is how all training days need to be delivered! The team facilitating and the actors involved were all excellent. I cannot praise it highly enough!

- ...I found the NHS North West Leadership Academy Pushing the Boundaries programme assessment day to be one of the most useful events I have ever attended. It has really allowed me to think and focus on areas of development for me in my career and I wanted you to know how appreciative I was of the day in setting me on the right path equipped appropriately.

- I went home and clearly explained, to anyone prepared to listen, that it was the best day I had had in the NHS in 6 years!
As always at this time of year we are ready to share with you our exciting new offers and interventions for 2014/15. This year however, we did things a little differently with our ‘Maximising Your Membership’ roadshows. Here at the NHS North West Leadership Academy we packed up our offers and interventions and took to the road to visit our members within their own localities.

Three events took place throughout April in Manchester, Cumbria and Cheshire, each featuring their own keynote speaker as well as showcasing our ‘Leadership Live’ zone, which brought to life our offers for members to touch, hear and see exactly what is available for them to access over the coming year.

The roadshow was a great success, with members appreciating the smaller, more localised approach as well as the opportunity to network with colleagues in their own patch.

“EXCELLENT KEYNOTE SPEAKER VERY INSPIRATIONAL - WILL BE TESTING OUT THE TECHNIQUES SHARED WITH US TODAY - THANK YOU”

“GOOD OPPORTUNITY WITH SPACE FOR NETWORKING/CONVERSATIONS. INTERESTING AND STIMULATING TALK WITH NEW IDEAS”

“EXTREMELY GOOD TO SEE THINGS TAKING PLACE LOCALLY”

Sheena Cumiskey, Chair, NHS North West Leadership Academy Board and CEO, Cheshire and Wirral Partnership NHS Foundation
SO WHERE DID WE GO?

Greater Manchester, 2nd April
Renaissance Hotel, Manchester

In Manchester we were honoured to host Nick Jankel, founder of WECREATE WORLDWIDE as our keynote speaker. Nick is Chief Executive of a social enterprise dedicated to bringing leadership thinking, training and coaching to everyone, not just the privileged few. Nick is a globally renowned expert on innovation, leadership and collaboration – the capabilities needed to thrive in the 21st Century as an individual and organisation.

“THANK YOU - NICK WAS BRILLIANT. WILL BE IN TOUCH WITH HIM!”

Cumbria and Lancashire, 9th April
The Roundthorn Country House Hotel, Penrith

Phil Packer, Founder of The British Inspiration Trust and non-paid Chief Executive very kindly spoke at our event in Cumbria. On 19th February 2008 when Phil was injured on operational duty he sustained injuries to his heart, his ribs and catastrophic damage to his spinal cord. Just over a year later he embarked on three physical challenges within a six month period that would inspire millions.

Since then he has made the Mental Wellness and Wellbeing of young people post-trauma his business and duty remains the driving force in his life. Phil’s aim is “to deliver inspiration, create greater inclusion and to influence in the areas of self-harm, depression and mental wellness at the highest level in order to improve the vital support for young people experiencing trauma in their lives.” Phil was an extremely inspirational speaker and left the audience buzzing with more questions and ideas.

“EXCELLENT KEYNOTE SPEAKER - GAVE ME LOTS OF FOOD FOR THOUGHT AND IDEAS TO TAKE AWAY”

Cheshire and Merseyside, 16th April
Daresbury Park, Warrington

Araceli Camargo, social entrepreneur, cognitive neuroscientist and innovation pioneer at The Cube London, and WeCreate in New York City, was a delight to hear from in Cheshire. Araceli takes her expertise in cognitive flexibility into corporate settings and encourages companies to enable a change in their work habits, with tools rather than processes. She studies the relationship between neuroscience and innovation and has created cognition tools to help the brain reach homeostasis which creates the ideal environment for innovation. Her scientific approach to innovation was refreshing to hear and she certainly left delegates with lots of ideas to take back into their organisations.

“VERY INTERESTING KEYNOTE SPEAKER, DEFINITELY SOMETHING TO TAKE AWAY AND PASS ON IN THE ORGANISATION. GREAT TO HAVE A DEDICATED WORKSHOP/TIME OUT OF THE DEPARTMENT TO LEARN SOMETHING NEW”

Our Leadership Live zone offered delegates the opportunity to spend some quality time engaging with the NHS North West Leadership Academy team and discussing what interventions suited their personal requirements. From iPads and quizzes to posters and nibbles, there was plenty of interactive areas for delegates to discover and see the offers brought to life.

To find out more about what we have to offer for 2014/15 visit our website at www.nwacademy.nhs.uk/development-opportunities or call the team on 0161 625 7348
WHAT HAS BEEN GOING ON WITHIN THE NHS?

Stevens calls for ‘team effort’ to overcome NHS challenges.  
HSJ

CQC concludes re-inspection of Keogh special measures trusts  
HSJ

Health chiefs flock to Twitter to talk to staff and the public.  
HSJ

WHAT HAS BEEN GOING ON WITHIN THE NHS?

Integrating health and social care is the only way to ease pressure on the NHS  
Guardian

International Women’s Day 2014: Women in leadership  
8 March marked International Women’s Day www.internationalwomensday.com  
The King’s Fund

New software helps NHS trusts track patient feedback  
Guardian

Anne-Marie Archard  
@amarchard123

Thanks to @darnot61 and @nhsnwla for arranging a great Masterclass with @PeterFuda & NWPeterFuda @nhsLfhp

Fiona Sanders  
@fijsanders

Awesome, amazing, inspiring and thought provoking 2 days  
@NHSCentreStage with 2 incredible tutors @DannieLu & Cynergycouk wow+thank you

Simon Gilby  
@SimonGilby_WCT

Great visit with @dhlexpressuk UK CEO Phil Couchman. Motivated staff as key to success @nhsnwla #accessallareas

‘The biggest challenge for the NHS is fixing access to primary care’  
Guardian

Four lessons for the NHS on how to manage an ageing workforce  
Guardian

NHS Equality, Diversity and Human Rights Week: more than shining a light?  
14th May 2014
This week is NHS Equality, Diversity and Human Rights Week, which highlights best practice on creating a fairer, more inclusive NHS, giving an ‘opportunity for NHS organisations to collectively shine a light on their achievements and priorities in relation to this agenda’.  
The King’s Fund

NHS England  
@NHSEngland

Read it here: New NHS England chief spends his first day in North East  
pic.twitter.com/N0xgsHVHhi

#SimonStevens

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NHS Change Day  
@NHSChangeday

In 2013, #nhschangeday dared to dream of 65,000 online pledges - today we surpassed it tenfold! PROUD of the NHS  
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Great visit with @dhlexpressuk UK CEO Phil Couchman. Motivated staff as key to success @nhsnwla #accessallareas
We are delighted the NHS North West Mentoring Scheme is now back in house and sitting closely with us at the NHS North West Leadership Academy.

This move enables the alignment of mentoring with the latest thinking and direction of travel for leadership in the North West as well as nationally, through our role as Local Delivery Partner for the NHS Leadership Academy.

It is important to ensure the scheme is at the cutting edge of developments; is flexible to the requirements of the changing healthcare landscape and those working within it; is embedded into leadership and development at all levels and, crucially, aligns seamlessly with our approach for coaching.

What will this mean for you? Our mentors and mentees should see little change in the day-to-day running of the scheme. MentorNet will continue to be developed to ensure you are able to search or manage your mentoring relationships easily; our team are on hand to respond to any support needs and events will be planned for the year ahead.

Over the next few months we will be taking time to understand our strengths and focus on areas which may benefit from a refresh to ensure you are receiving the best possible mentoring service. Thinking will be informed by what members’ feedback to us in the annual evaluation and we hope to capture more ideas at this year’s annual conference which is to be planned for the autumn.

For more information on the mentoring scheme see the latest newsletter at: www.nwmentoring.nhs.uk

Or contact us by email nwmentoring@nwacademy.nhs.uk or twitter @nwmentoring

Thank you to Greater Manchester West Mental Health NHS Foundation Trust (GMW) for hosting the mentoring scheme for seven years. During this time over 3,200 employees of the NHS in the North West accessed the scheme as a mentor, mentee or both and in the last year alone we saw 1 new mentoring relationship starting every 3 days. This is a testament to the interest and commitment from all our members as well as the hard work of the GMW team supporting mentors and mentees over this time.

Meet The Team

Roy Amyes
Senior Associate

Amy Brockbank
Mentoring Scheme Lead

Michael Almond
Mentoring Scheme Administrator

Thank you

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Let us know what you would like to be included in the annual conference by visiting:

www.nwmentoring.nhs.uk

Interested in mentoring? Sign up!
mentornet.nwmentoring.nhs.uk/
Does your organisation have a coaching culture?

The Coach Approach!

Coaching has always been recognised by the NHS North West Leadership Academy as a key enabler to help support and develop leaders of the future. Work has recently been undertaken to review and refresh the NHS North West Leadership Academy’s coaching strategy to ensure that we have sufficient coaching capacity and capability available across the region to support essential personal development.

Thank you to those coaches who have taken the time to participate in this review – we really value your continued support!

On 29 April 2014 we hosted an event at Haydock Park entitled ‘Developing High Performing Organisations - The Coach Approach’. The event was aimed at senior Board level leaders who have a key role in championing coaching to improve organisational performance. The purpose was to develop thinking about why coaching is really important now and in the future and provide guidance about how to achieve the performance benefits of establishing and embedding a coaching culture.

Keynote speakers included Peter Bluckert – author and leading figure in executive coaching, transformation, team and organisational development and Simon Barber - Chief Executive, 5 Boroughs Partnership NHS Foundation Trust – an organisation that has successfully developed and implemented a strong culture focused on coaching, health and wellbeing.

During the event our keynote speakers demonstrated a ‘coaching conversation’ during which Simon, as the coachee, gave an honest personal insight into his own coaching journey and, ultimately, changes in his leadership style as a result. Peter provided an overview of the evolution of coaching and of his personal experiences of embedding coaching cultures.

Peter’s poignant closing question was “Can we now make as much progress in the quality and depth of our conversations, and in the way we treat other, as we have made in technology?”

Why is Coaching so important?

Senior leaders within the NHS are currently experiencing unprecedented levels of change and ambiguity in their day to day work. Leaders are expected to enhance the quality of patient outcomes, achieve ever increasing efficiencies, establish new relationships and partnerships across the health system and promote innovation. Existing ways of working will no longer deliver the desired outcomes now and in the future.

A different style of leadership is required where leaders:
- Engage their people in the required vision for the future
- Role model organisational values and personal resilience
- Listen to and involve people in decision-making and innovation activity
- Develop people to perform more effectively

This is where we at the NHS North West Leadership Academy believe coaching fits.

It is now generally recognised that establishing and embedding a coaching culture improves business performance and organisational success and our strategy is to support NHS organisations across the North West to do this.
The event provided the opportunity for delegates to engage with various public and private sector organisations that have successfully implemented coaching and were able to share demonstrable evidence of the benefits. These included New Charter Housing, South Tees Hospitals NHS Foundation Trust, Surrey County Council, Salford Royal Hospitals NHS Foundation Trust and News UK.

Six years ago, Surrey County Council’s Services for Children were judged as failing and its services for vulnerable adults judged as barely adequate. This had an enormous impact on the overall performance and reputation of the council which, at one time had been a four star authority and fell to one star. Rolling forward six years, under a new Chief Executive, a wholly new top team plus new political leadership, the Council is now a high performing council.

New Charter Housing Trust Group turned a disengaged local authority housing department into a ‘Sunday Times Top 100 Company to Work For in the Not For Profit’ sector.

The BBC has also invested heavily in their internal coaching scheme and Jane Saunders, Coaching Network Manager, kindly shared their story via podcast. To view the video footage please visit www.nwacademy.nhs.uk

The NHS North West Leadership Academy commissioned Peter Bluckert to design a Coaching Readiness Questionnaire and this was made available to delegates both prior and during the event. This useful tool enables individuals and organisations to consider the steps they need to take to enable them move towards establishing a coaching culture. To access a copy visit www.nwacademy.nhs.uk/resources

The event was well attended and the energy and enthusiasm throughout the event was tangible. Feedback has been positive and those attending have now taken away actions that will help them take the steps required to develop a coaching culture within their organisations.

The team at the NHS North West Leadership Academy will be following up with attendees in 3 months to talk about how learning from the event has been applied to impact organisational performance, and to establish what additional support may be required. For further information regarding coaching please contact Roy.aymes@nwacademy.nhs.uk or Karen.winterbottom@nwacademy.nhs.uk

"It has been a very positive day. The energy and engagement was tangible."

"An excellent and informative event with a good opportunity to network, alongside practical sharing of different organisational approaches."

"Great to learn from those organisations trying to embed a coaching culture. I loved the transparency and honesty in the room."

www.nwacademy.nhs.uk | Leader 20
September 2014 will bring the arrival of the new cohort of Graduate Management Trainees into the NHS. Of the new 100 trainees nationally, the North West has been allocated 15 trainees for the region. The numbers across the 4 specialisms are:

- 8 x General Management trainees
- 1 x Human Resources trainee
- 2 x Health Informatics trainees
- 4 x Finance trainees
During their time on the Graduate Management Training Scheme, all trainees participate in an 8-week flexi-placement. This gives trainees the opportunity to spend 8 weeks working in a different type of organisation. This can be a private or public sector organisation, charity or a social enterprise. 1st and 2nd placements are usually hosted within Provider Trusts or CCGs, so for flexi-placements we can consider trainees going to different NHS organisations, such as national bodies, regional offices or private sector companies.

- Jaguar Land Rover
- Deloitte
- NHS Trust Development Authority
- Mersey Internal Audit Agency
- KPMG
- Network Rail
- Allscripts

Regional Emerging Leaders Steering Group

Further support is offered to the North West administration of the Graduate Management Training Scheme via the Regional Emerging Leaders Steering Group, a sub-group of the NHS North West Leadership Academy Board. The group is chaired by Mel Pickup, Chief Executive of Warrington and Halton Hospitals NHS Foundation Trust, with group members from stakeholder organisations Chief Executive and Executive Directors along with representatives of the Finance and Informatics Skills Development Network, Placement and Programme Managers and ex-trainees.

In October of each year we provide an annual welcome event, where we welcome our new regional trainees to the North West and the unique support available via the steering group and the NHS North West Leadership Academy. In addition to this, throughout the year the NHS North West Leadership Academy provides additional CPD events for the trainees to further compliment the educational elements and development provided via the NHS Leadership Academy. These events cover both skills based development and behavioural development. Subjects covered are:

- Having Challenging Conversations
- An introduction to the principles of Project Management
- How to Write an Effective Business Case
- Tender Management and Supporting Tender Bids
- Developing a Personal Development Plan
- Developing your Networks
- The Finance Challenge: An NHS Operating Game

We hope to further expand the networking opportunities of programme and placement managers that are vital support to the trainees whilst on the Scheme.

If you would like further information on the Graduate Management Training Scheme and how you can become further involved in this activity please contact Dawn.Nisbet@nwacademy.nhs.uk or call 0161 625 7360

With almost a 3:1 ratio of bids to trainees, this is evidence of the on-going commitment and support.
Manage your chimp to optimise your performance!

You may be asking yourself what a chimp has to do with our forthcoming Alumni event; normally that would be a very valid question. However on 22nd July 2014 in Manchester City Centre, venue TBC, the NHS North West Leadership Academy is proud to host ‘Optimising Performance and Team Building’ presented by Dr Steve Peters.

Dr Steve Peters wrote the well-known and highly acclaimed book ‘The Chimp Paradox’ and is also the man behind Team GB’s extraordinary success in cycling at the London 2012 Olympics. He works with the Olympic Cycling Team, Sky Pro Cycling Team and with various other elite sports teams. He also undertakes training sessions with senior management for corporate industries undertaking individual and teamwork. Steve has been involved with public speaking to educate people into the working of the human mind, particularly emphasising emotional management leading to optimising performance.

Steve was one of the guest speakers at our NHS North West Leadership Recognition Awards Celebration last year and went down a storm with attendees, so if you saw him then, why not come along and explore Steve’s work further.

The event will be a wonderful opportunity to increase skills and knowledge in personal resilience and self-management with the support and guidance of an inspirational expert in the field. To book a place please visit www.nwacademy.nhs.uk/events – we envisage that this will be a very popular event so please ensure you book early to confirm your place.

For further details please contact Debbie Wharmby, Leadership Development Manager at Debbie.wharmby@nwacademy.nhs.uk.

Book a place at www.nwacademy.nhs.uk/events
Chairs Forum
22nd May 2014

In response to feedback from Chairs in Provider organisations, the NHS North West Leadership Academy arranged a half-day Chairs Forum at the Bolton Whites Hotel on 22 May 2014. Since the transformation changes to the NHS architecture there has been no central lead to maintain forums for the Chair community and there have been fewer opportunities to network together.

The purpose of this event was twofold to:

1. Provide a peer group networking opportunity for Chairs and enable discussion about the opportunities and challenges faced resulting from the changes in Health and Social Care, and
2. Discuss how the NHS North West Leadership Academy might provide on-going support and leadership development opportunities

Feedback from Chairs who participated on the day demonstrates the benefits they gained from being able to speak openly to colleagues about challenges and opportunities they have in common and identifying potential actions that will improve organisational performance and outcomes for patients and service users. Being able to have these discussion in an informal and confidential environment was invaluable.

During the afternoon the group engaged with table and plenary discussions around questions relating to:

- The changing landscape in Health and Social Care and
- the associated implications for Boards and organisations
  - Opportunities the changes bring – what is working well?
  - How to create a culture that enables necessary changes
  - The different leadership capabilities required for the new NHS landscape
  - What and how Chairs can provide mutual support, and
  - How the NHS North West Leadership Academy can create further development opportunities for Chairs

Further work will now take place to theme the feedback and develop a strategy for future development opportunities for Chairs. The feedback and associated development opportunities will be considered and informed by our Non-Executive Director and Lay Member Group, a sub-group of the NHS North West Leadership Academy Board.

To set the context and focus for the afternoon we engaged Chris Ham from the King’s Fund to talk to the group. He designed his presentation and interactive discussion to focus on the pressures facing providers and the priorities set by the Secretary of State for Health, Jeremy Hunt, and the new Chief Executive of NHS England, Simon Stevens.

Chris Ham took up his post as Chief Executive of The King’s Fund in April 2010 and has considerable experience of working in a number of roles within Healthcare. In particular Chris:

- Has advised the World Health Organisation (WHO) and the World Bank and has served as a consultant on health care reform to governments in a number of countries.
- Is an honorary fellow of the Royal College of Physicians of London and of the Royal College of General Practitioners, and is a founder fellow of the Academy of Medical Sciences.
- Is the author of 20 books and numerous articles in academic and professional journals about health policy and management and
- Has been a key participant and advisor working with Government ministers on the latest NHS reforms.

For more information please contact Roy.Amyes@nwacademy.nhs.uk
Leading Business Transformation Masterclass with Peter Fuda

The NHS North West Leadership Academy is constantly on the lookout to engage with internationally recognised leading thinkers in the field of Leadership Development and enable our members to access cutting-edge leadership development opportunities.

Peter Fuda is a recognised leading authority on leadership and business transformation. He has helped more than 200 CEOs in organisations across the globe to measurably increase their leadership effectiveness and performance. In an environment where around 70% of business transformations fail - Peter and his company have achieved a 90% success rate over the past decade.

Given the unprecedented level of change that we are experiencing in the NHS and the transformations we are all leading in our own organisations, the audience was very engaged in listening to Peter’s stories about his experiences and asking questions about how to become better at leading transformational change in their own organisations.

Church House
Conference Centre
London
Monday 19th May
One such leading authority in how to lead successful Business Transformation is Doctor Peter Fuda from Sydney, Australia. On the 19th May 2014 we provided 20 of our members with the opportunity to engage with Peter in a Master Class held in Westminster, London. On this occasion we took the opportunity to collaborate with 9 other Local Delivery Partners of the NHS Leadership Academy to invite leaders from all regions to attend. This provided an excellent networking opportunity whilst achieving a wider coverage of leadership development and value for money by sharing the cost of the event.

Upwards of 150 leaders attended the event which received excellent feedback in terms of participant satisfaction, the learning gained and practical guidance given and participants displayed strong commitment to apply learning back at work.

What impact did this have on our participants during the day?

In addition to written feedback that confirmed the value of the day, it is clear from the ‘Twitter’ feed that participants took away guidance, examples and tools that will be helpful to them in leading transformation within their own organisations. Participants were very active in sharing their positive experience of the day with colleagues. You can see a selection of these comments at #NWPeterFuda, including:

"Fear doesn’t motivate people over time. We need a burning Ambition not a burning platform”

"There is no Business Transformation without Leadership Transformation”

"There is a gap between our leadership intentions and our impact on others”

"It does not have to be Chaos or control. There is a third option. Creating context, what success looks like, boundaries then engaging people to act”

"Where dreaming and truth intersect transformation occurs”

"What we need are big brains and small egos. The question is do we have them? Steph Edusei (Basra)”

Engaging, approachable and practically grounded presentation. Event. Well organised and great location.

On the day Peter struck a good balance between the concepts covered in his book ‘Leadership Transformed – How ordinary managers become Extraordinary Leaders’, supported by answering questions raised from the floor. The audience really appreciated Peter’s openness, honesty and the practical stories, examples and tools shared for use free of charge.

Peter’s book expands on his 7 Metaphors of Leadership. At the heart of this is the critical need for leaders to engage people in a Burning Ambition to change. View an animation of this to learn more by visiting www.nwacademy.nhs.uk

It was a masterclass, new innovative thinking, supported by live examples, outcomes, meaning and tools to take back. I feel taught, enlightened and empowered.

Delegates networking at the event

Very inspirational master class that resurrects hope that all is not lost with leadership development and organisational transformation.

Fantastic Speaker! Very inspirational

In due course we will add some edited footage of the day to our website, so that we can share Peter’s thinking across the whole of the North West. Please look out for this on our website.

In the meantime you can access more information, materials and practical tools completely free of charge by visiting Peter Fuda’s website at www.peterfuda.com
# Calendar

## July
- 7th Partnership & Collaborative working (NED, LAYM)
- 12th Yale and Sept (CEO)
- 22nd Alumni Networking Event (Alumni)
- 23rd GMTS CPD Event (GMTS)
- 24th Mentor Development Day Event (Mentoring Scheme)

## September
- Executive Assistants Networking Event (EA, PA)
- NED and LAY Member Inductions (NED, LAYM)
- Emerging Leaders Networking Event (Emerging Leaders)
- Access all Areas (CEO, CAO)

## October
- Mentoring Launch & Awards (All)
- Chairing Effective Meetings (NED, LAYM)

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For locations, dates and times visit: [www.nwacademy.nhs.uk/development-opportunities](http://www.nwacademy.nhs.uk/development-opportunities)