

Coaching Conversations and Resources for Leadership Development

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Developing people
for health and
healthcare

www.hee.nhs.uk

Our time together

- **An opportunity to have conversations about leadership development building on your knowledge and considering opportunities for further development.**
- **A brief overview of the national context and current leadership issues**
- **Generate lots of discussion and build your network**
- **Time for you to consider 1 or 2 actions you will take forward through a coaching conversation**

Partnering



- **Please find a partner**
- **Find out who they are, what role they have, where they are based and where they live**
- **Share a hidden talent - are you a good cook, juggler, tightrope walker, deep sea diver, musician, jogger, painter, squash player, gardener, walker?**

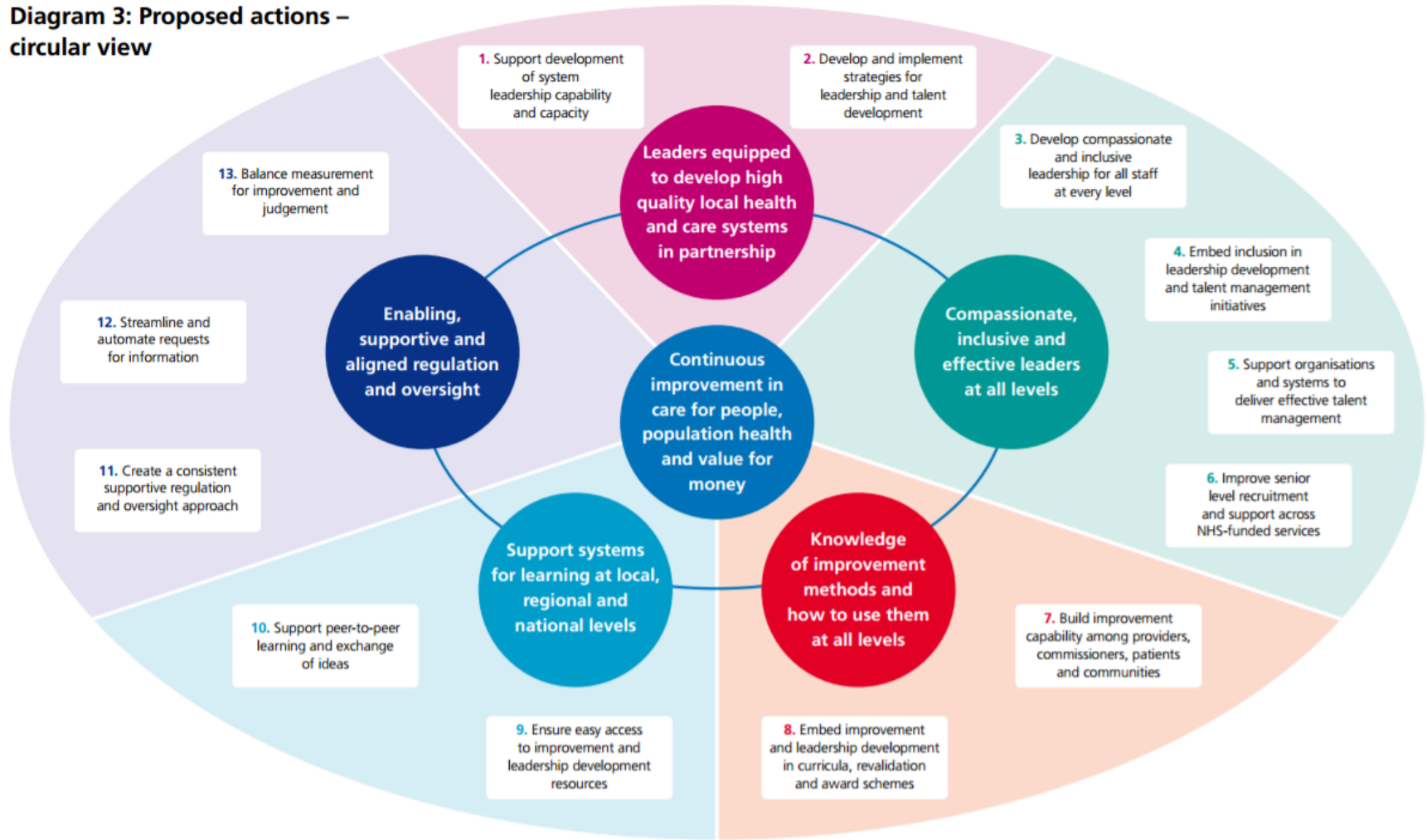
Context

Developing People – Improving Care

A national framework for action on
improvement and leadership development
in NHS-funded services



Diagram 3: Proposed actions – circular view



Coaching conversations

As leaders we set the tone for leadership and are role models

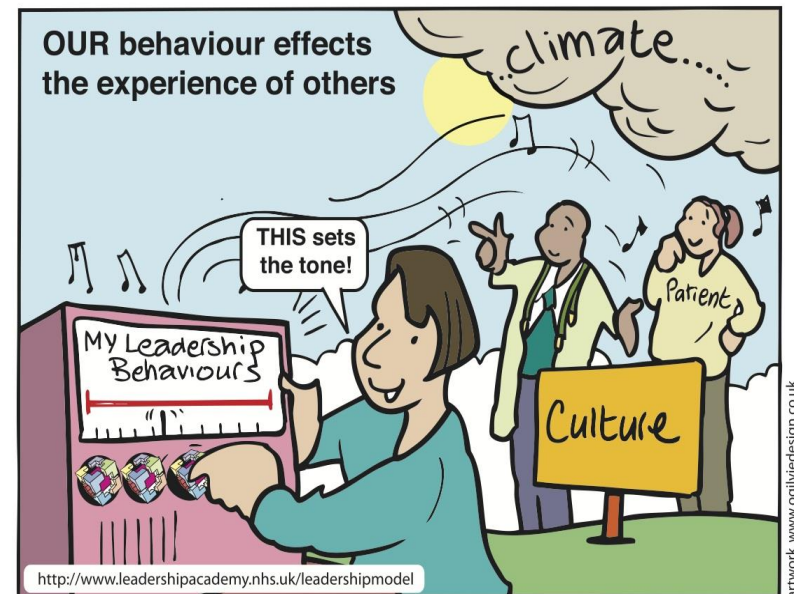
What climate do we create ?

What climate do we work in ?

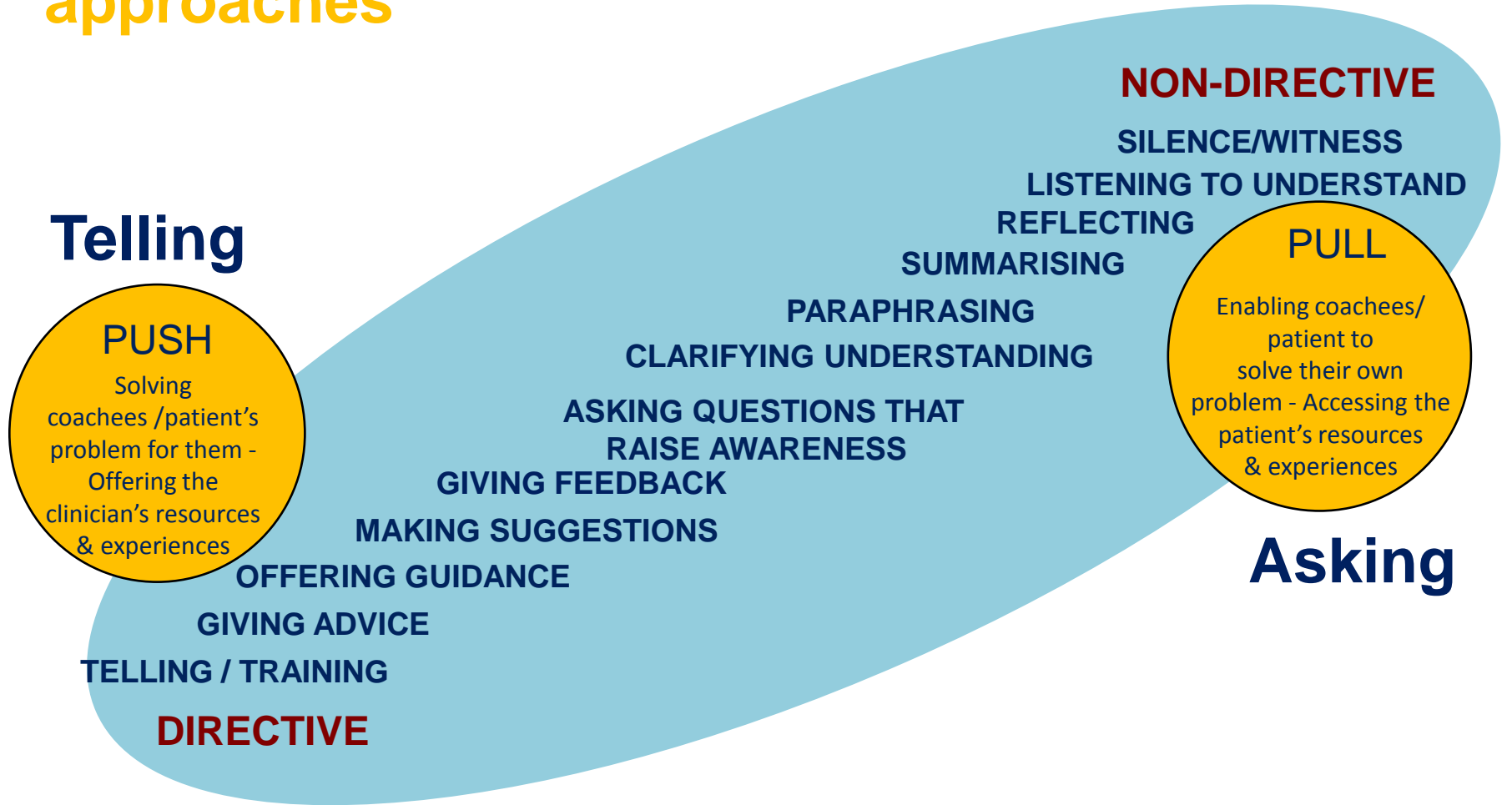
What are the leadership behaviours we see ?

What is it like to be on the receiving end of you ?

What conversations do you have about leadership with your team, your organisation, your network ?



A range of Coaching approaches



What tools, interventions & resources are available to achieve your potential and develop your leadership as an individual and team ?

What else needs to be in place ?

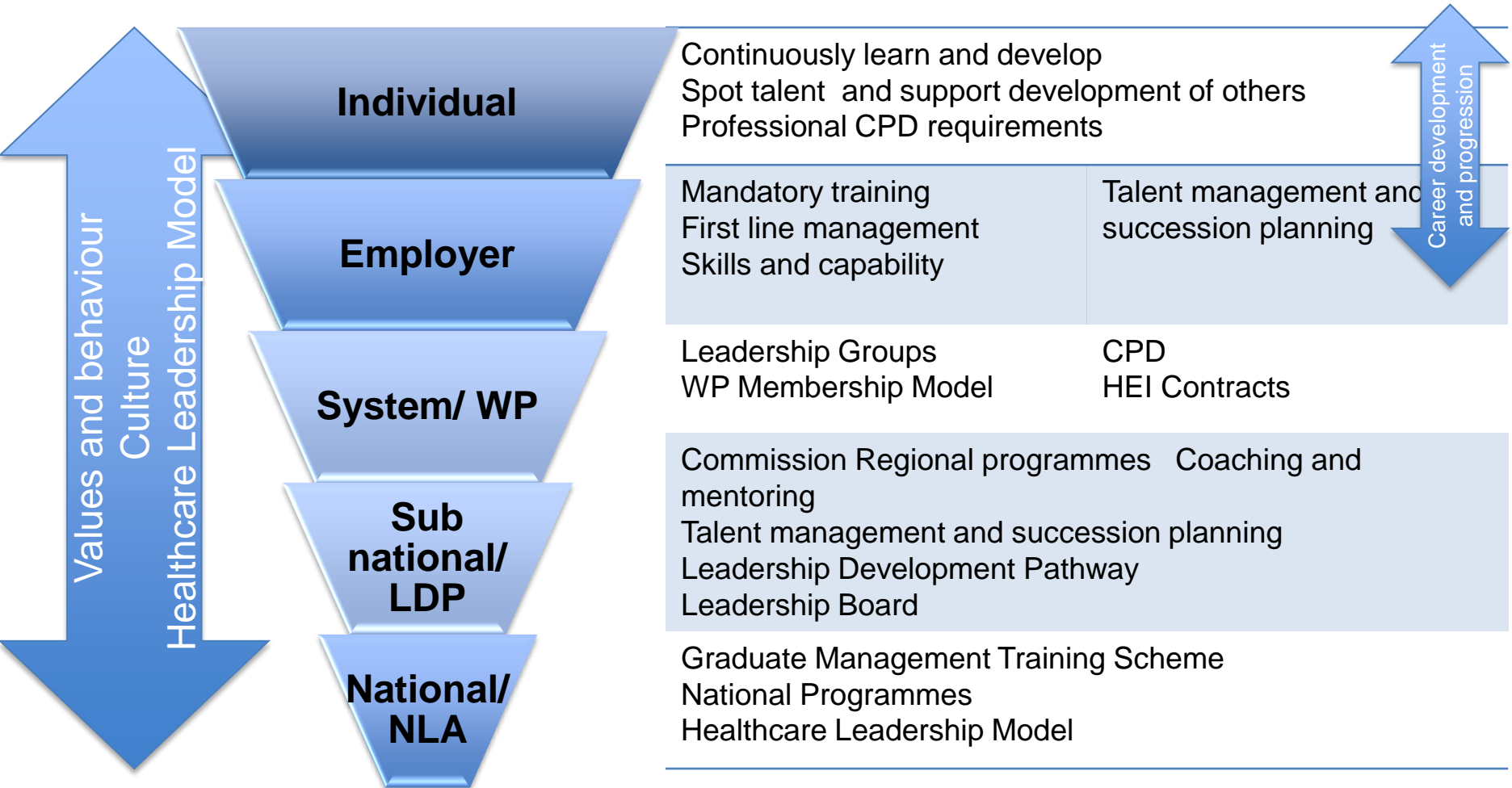
15 mins discussion and feedback



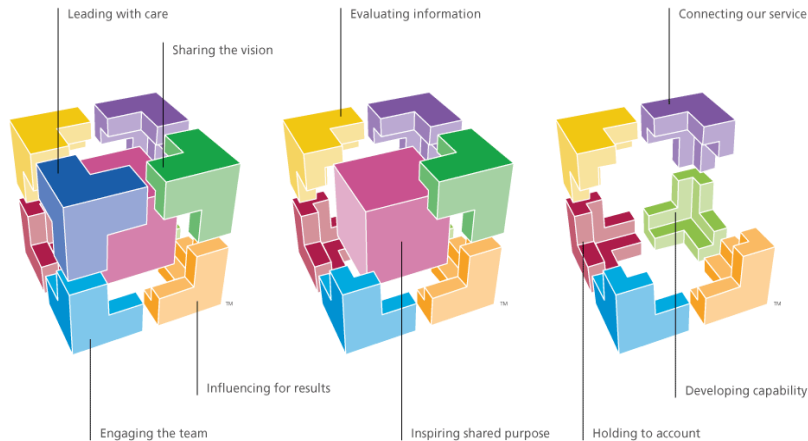
What are your next steps?

- ❖ **Reconnect with your partner - 5 mins each**
- ❖ **What's on your mind after our conversations ?**
- ❖ **What will you do next ? Are there 1 or 2 actions you will take forward ?**
- ❖ **Write them on a postcard**
- ❖ **Thank you for listening and partnering with me**

Roles and Responsibilities



Healthcare Leadership Model (HLM)



- HLM is useful for everyone because it describes the things you can see leaders doing at work and demonstrates how you can develop as a leader – even if you’re not in a formal leadership role.

The HLM is made up of nine leadership dimensions. The HLM 360 degree feedback tool is available to help provide insight into other people’s perceptions of your leadership abilities and behaviour. This costs **£40** for an individual and can also be purchased in bulk with a saving for organisations

<http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/>



Coaching and Mentoring

- We have a Coaching and Mentoring approach that supports and develops capability and capacity across the healthcare system.
- 126 Coaches on Coaching register
- Akeso Coaching register <http://akeso.org.uk/>
- Coaching accessed by leadership programme alumni
- Coaching skills training programme for GPs
- Launch of Mentornet in June
- 78 Mentors on Mentoring register
- Data on ROI and impact of Coaching and Mentoring

My coaching has had considerable benefits. On an individual level it has enabled me to develop my management/leadership skills, and increase my confidence in these areas. On an organisational level I've been able to complete complex management tasks with greater ease and confidence

Programme Information



Online free access, designed for anyone interested in healthcare leadership, 6 weeks commitment leading to NHS Leadership Academy award in Leadership Foundations.

Edward Jenner Advanced course available at £350



Aimed at first time leaders, 6 month programme with 100 hours online study and three face to face workshops. Final 2000 word assignment leading to NHS Leadership Academy Award in Healthcare Leadership. Programme costs - £995.

Programme Information

Health Education England

Aimed at those in or soon to be in a senior leadership role, 2 year programme with online and face to face assessments and 3 residential leading to NHS Leadership Academy Award in Senior Healthcare Leadership and an MSc in Healthcare Leadership. Programme costs £6000



ELIZABETH
GARRETT
ANDERSON
PROGRAMME

Aimed at aspiring executive directors, a 12 month programme via online and face to face assessments with 18 days of residential or learning sets leading to an NHS Leadership Academy in Executive Healthcare Leadership . Programme costs £7000.



NYE
BEVAN
PROGRAMME

Developed for experienced executive directors, a 12 month programme of online and face to face assessments and 7 days residential, 4 days impact groups and coaching. Programme costs £4500.



THE
DIRECTOR
PROGRAMME

Leadership Programmes

	Edward Jenner	Edward Jenner Advanced	Mary Seacole	Elizabeth Garrett Anderson	Nye Bevan	The Director Programme
Who for	Everyone interested in healthcare leadership	People taking the next steps	In or soon to be in their first leadership role	In or soon to be in a senior leadership role	Aspiring executive directors	Experienced executive directors
Application	Online	Online	Online	Online/ assessment	Online/ assessment	Online/ assessment
Where	Online	Online and in your region	Online and in your region	Online and face-to-face in Leeds	Online and face-to-face in Leeds	Online and face-to-face in Leeds
Duration	6 weeks	3 months	6 months	24 months	12 months	12 months
Hours	5 hours a week	3 one-day workshops	5 hours a week 3 one-day workshops	12 to 15 hours a week 3 residential	18 days on residential or learning sets	7 days on residential, 4 days impact groups and coaching sessions
Subsidised cost to NHS	Free	£350	£995	£6,000 Bursary available	£7,000 Bursary available	£4,500
NHS Leadership Academy Award in...	Leadership Foundations 1	Leadership Foundations 2	Healthcare Leadership	Senior Healthcare Leadership and an MSc in Healthcare Leadership	Executive Healthcare Leadership	—
Intake	Open access	Open access Cohorts commencing Spring 2016	3 intakes per year on open programme. Local offers available 10 cohorts planned for '16 (400 places)	3 intakes per year (spring, autumn, winter) 4 cohorts Spring '16 4 cohorts Aut '16 (tot 384 places)	2 intakes per year (spring, autumn) 2 cohorts Spring '16 4 cohorts Aut '16 (tot 294 places)	2 intakes per year (spring, autumn) Cohort Jun, Oct, Feb (tot 120 places)
Local Plans	Promote across orgs, encourage use in inductions etc	Develop facilitators across the EoE to self support programme delivery	Increased momentum of marketing to organisations	Increased momentum of marketing to organisations	Increased momentum of marketing to organisations	Increased momentum of marketing to organisations

Additionally, the Stepping Up and Ready Now Programmes help leaders and senior leaders from a BME background realise their potential.

NHS Leadership Academy website:
<http://www.leadershipacademy.nhs.uk/>

Membership to the Academy

<http://www.leadershipacademy.nhs.uk/memberships/>



Thank you for participating today

For further information

East of England Leadership website:

<https://eoeleadership.hee.nhs.uk/>

Twitter: @eoeleadership

