

## Enabling and Supporting Leadership Development, OD and Talent Management

Building the network of Leadership Development leads, OD practitioners, Coaching and Mentoring faculty, GMTS Programme and Placement Managers, Equality and Diversity Leads and HLM feedback facilitators

### Colleagues,

I am pleased to offer a range of development workshops that aim to support and enhance the capacity and capability of our Coaching and Mentoring faculty, Leadership development leads, HLM Feedback facilitators, Equality and Diversity Leads, GMTS Programme and Placement Managers and OD practitioners working in today's complex and ever changing environment. All these staff have a critical and valuable role to provide skilled interventions, support, challenge and feedback to facilitate great inclusive leadership. Proudly working as a Local Leadership Academy with the National Leadership Academy, we work to value, develop and support leaders at all levels, to deliver high-quality compassionate care.

Sharing resources, knowledge and learning depends on building systems and networks locally, regionally and nationally. Being able to connect with colleagues provides opportunities for peer to peer learning and builds on the 70:20:10 framework and the need to amplify experiential learning approaches. It should not be underestimated how huge the challenge of integrated health and social care is, nor the opportunities that it brings. Through the development and implementation of Sustainability and Transformation Plans, local systems are working towards more collaborative, diverse, inclusive, outcome focused approaches whilst maintaining quality, compassion, financial balance and effective individual performance.

If you need further information, have queries or comments please let me know.

Regards

*Karen Bloomfield*

Head of Leadership and Organisational Development, East of England Leadership Academy  
NHS Leadership Academy - National Leadership Development Champion 2014 Health Education England

#### Development opportunities:

- ❖ If you are interested in accessing mentoring or become a mentor please register at [MentorNet](#)
- ❖ If you would like to access 1:1 coaching please register [here](#)
- ❖ Please consider accessing the [Edward Jenner programme](#); available online and free of charge
- ❖ Talent Management strategy and tools are available [here](#)
- ❖ Please help us promote [the Healthcare Leadership Model self-assessment tool](#)
- ❖ If you would like to undertake your Healthcare Leadership Model 360 please contact Chang-Xi Sun at [Chang-Xi.Sun@hee.nhs.uk](mailto:Chang-Xi.Sun@hee.nhs.uk)

Overview of what's available	Aimed for :
<p><b>Mentoring workshops;</b></p> <ul style="list-style-type: none"> <li>- Developing and Enhancing your Mentoring Skills</li> <li>- Motivation in Mentoring</li> <li>- Mentoring workshops</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/Leadership Leads/ E &amp; D Leads/OD Practitioners</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• Staff interested to develop mentoring skills</li> <li>• HLM Feedback Facilitators</li> <li>• GMTS Programme and Placement managers</li> </ul>
<p><b>OD Networking events</b></p> <ul style="list-style-type: none"> <li>- Systems Leadership Laboratory</li> <li>- OD Network events</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/Leadership Leads/ E &amp; D Leads /OD Practitioners across health and social care</li> <li>• System Leaders</li> </ul>
<p><b>Healthcare Leadership Model workshops;</b></p> <ul style="list-style-type: none"> <li>- Using HLM with Groups, Programmes, teams and Boards</li> <li>- Having effective and powerful conversations</li> <li>- Developing your coaching and facilitation skills with emotional intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• HLM Feedback Facilitators</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HRDs/Leadership Leads/ E &amp; D Leads/OD Practitioners</li> <li>• HEI faculty who utilise and those considering using the HLM</li> <li>• GMTS Programme and Placement managers</li> </ul>
<p><b>Coaching Skills CPD workshops;</b></p> <ul style="list-style-type: none"> <li>- Exploring and Developing Solutions-Focused Coaching Approach</li> <li>- Clean Language in Coaching/ Motivational Coaching: An Added Dimension</li> <li>- Coaching Purpose and Direction: Are you on track?</li> </ul>	<ul style="list-style-type: none"> <li>• East of England accredited Coaches</li> </ul>
<p><b>Talent Management Community of Practice</b></p>	<ul style="list-style-type: none"> <li>• Talent/OD/ E&amp; D Leads/Leadership Leads/ HRDs and other interested parties</li> </ul>
<p><b>Career Development – Executive Search Workshops</b></p>	<ul style="list-style-type: none"> <li>• Nye Bevan, ADDS, FCCL, Ready Now, SOL, Yale and DoNs programme participants</li> <li>• Aspirant Executive Directors i.e. current Deputy Directors / Associate Directors</li> </ul>

June 2017	Theme	For
<p><b>Monday 19 June</b></p> <p>Hilton Hotel, Stansted Airport <a href="#">Directions here</a> 09:30-16:00</p> <p><a href="#">Book your place</a></p> <p><b>20 places</b></p>	<p><b>Developing and Enhancing your Mentoring Skills</b></p> <p>The workshop will explore some of the following;</p> <ul style="list-style-type: none"> <li>✚ Core mentoring skills of contracting, questioning and listening</li> <li>✚ The particular nature of the mentoring relationship</li> <li>✚ The individual and organisational benefits of mentoring</li> <li>✚ Mentoring cultures which develop present and future leaders</li> <li>✚ Opportunities to network and share experiences, practice and hone your mentoring skills</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ E&amp;D Leads/OD Practitioners</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HLM Feedback Facilitators</li> <li>• GMTS Programme and Placement managers</li> </ul>
<p><b>Thursday 22 June</b></p> <p>Manor of Groves Hotel, Hertfordshire <a href="#">Directions here</a> 09:00-17:00</p> <p><a href="#">Book your place</a></p> <p><b>40 places</b></p>	<p><b>Systems Leadership Laboratory</b></p> <p>This Learning Laboratory, based on the Barry Oshry's work on system awareness enables you to really explore how productive partnership and systems working can be developed and sustained within your own context. It is a dynamic, high impact, experiential learning event, in which we create a real organisational system in the room.</p> <p>The Systems Leadership Lab aims to:</p> <ul style="list-style-type: none"> <li>✚ enhance your personal leadership effectiveness beyond, within and across organisations</li> <li>✚ relate to colleagues, partner agencies, service users and other leaders more effectively</li> <li>✚ influence approaches to systems leadership in your stakeholder organisations</li> <li>✚ build a shared understanding across your network of systems leadership approaches</li> <li>✚ extend your repertoire of systems leadership skills and understanding</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ ED Leads/OD Practitioners</li> <li>• System Leaders</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HLM Feedback Facilitators</li> <li>• GMTS Programme and Placement managers</li> </ul>
<p><b>Thursday 29 June</b></p> <p>Red Lion, Whittlesford <a href="#">Directions here</a> 09:30-16:00</p> <p><a href="#">Book your place</a></p> <p><b>20 places</b></p>	<p><b>Motivation in Mentoring</b></p> <p>The mentee's motivation is a key factor in successfully changing and improving performance. But how do you assess their motivation, and how much can you help them become motivated? In this CPD workshop we will share some motivational theories, positive psychology approaches as well as recent insights from the field of neuroscience. We will then explore how these insights can help us understand and support our mentees in the coaching conversations.</p>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HLM Feedback Facilitators</li> <li>• GMTS Programme and Placement managers</li> </ul>

July 2017	Theme	For
<p><b>Thursday 6 July</b></p> <p>Park Inn Radisson Harlow <a href="#">Directions here</a> 10:00-16:00</p> <p><a href="#">Book your place</a></p> <p><b>40 places</b></p>	<p><b>Healthcare Leadership Model with Groups, Programmes, teams and Boards</b></p> <p>Aims:</p> <ul style="list-style-type: none"> <li>✚ Increase knowledge, awareness and utilisation of the HLM group composite report</li> <li>✚ Provide a learning opportunity for HLM feedback facilitators, and leadership and OD leads to discuss application of the group composite report, other uses of the HLM and resources available</li> <li>✚ Discuss, consider and share examples of practice, outcomes and impact</li> </ul>	<ul style="list-style-type: none"> <li>• HLM Feedback Facilitators</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> <li>• HEI partners</li> </ul>
<p><b>Tuesday 11 July</b></p> <p>Red Lion, Whittlesford <a href="#">Directions here</a> 10:00-16:00</p> <p><a href="#">Book your place</a></p> <p><b>25 places</b></p>	<p><b>Healthcare Leadership Model – Having effective and powerful conversations</b></p> <p>Aims:</p> <ul style="list-style-type: none"> <li>✚ Understanding personality preferences – focusing on communication and feedback</li> <li>✚ Applying emotional intelligence for effective conversations</li> <li>✚ Dealing with defensive behavior</li> <li>✚ Having difficult conversations</li> </ul>	<ul style="list-style-type: none"> <li>• HLM Feedback Facilitators</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> </ul>
<p><b>Wednesday 12 July</b></p> <p>Red Lion, Whittlesford <a href="#">Directions here</a> 10:00-16:00</p> <p><a href="#">Book your place</a></p> <p><b>25 places</b></p>	<p><b>Healthcare Leadership Model – Developing your coaching and facilitation skills with emotional intelligence</b></p> <p>Aims:</p> <ul style="list-style-type: none"> <li>✚ Develop your emotional intelligence as a coach/facilitator</li> <li>✚ Improve your levels of listening</li> <li>✚ Help you to understand your mindset and attitudes</li> <li>✚ Examine the science and neuroscience behind giving and receiving feedback</li> </ul>	<ul style="list-style-type: none"> <li>• HLM Feedback Facilitators</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> </ul>
<p><b>Monday 31 July</b></p> <p>Stansted venue tbc 9:00-16:30</p> <p><a href="#">Book your place</a></p> <p><b>25 places</b></p>	<p><b>Exploring and Developing Solutions-Focused Coaching Approach</b></p> <p>Coaching using a Solution-Focused perspective offers a refreshing, if challenging, addition to your skills and approach as a coach.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>✚ Offer an understanding and initial practice in coaching using a Solutions - Focused approach</li> <li>✚ Consider the development of the “Solutions-Focused” approach to coaching</li> <li>✚ The power of language and its application to finding solutions and progress</li> <li>✚ “Scaling” – how the use of 0 to 10 can be made a powerful tool</li> <li>✚ Finding exceptions – helping clients realise where they are already achieving success</li> <li>✚ Small steps, and the “difference that makes the difference”</li> <li>✚ A chance to consider how you might apply these ideas to your practice</li> </ul>	<ul style="list-style-type: none"> <li>• East of England accredited Coaches</li> </ul>
<p><b>July date tbc</b></p> <p>Venue tbc 10:00-16:00</p>	<p><b>Talent Management Community of Practice</b></p> <p>This event will be another opportunity to come together to discuss, share and learn about the talent activities taking place in the region. The first event demonstrated a real interest and passion for doing talent management well and this next session seeks to continue the theme of collaborative learning and working.</p>	<ul style="list-style-type: none"> <li>• Talent/OD/Leadership Leads and other interested parties</li> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> </ul>

September	Theme	For
<p><b>Wednesday 20 September</b></p> <p>Tattersalls, Newmarket <a href="#">Directions here</a> 10:00-16:00</p>	<p><b>OD Networking event</b> Further information to follow</p> <p><b>To register your interest, please email <a href="mailto:Leanne.dellar@hee.nhs.uk">Leanne.dellar@hee.nhs.uk</a></b></p>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ E &amp; D Leads/OD Practitioners</li> </ul>
<p><b>September date tbc</b></p> <p>Cambridge venue tbc Full day 9.30-16.00, AM 10.00-12.30 or PM 13.30-16.00</p> <p><b>25 places</b></p>	<p><b>Coaching CPD Workshop</b> <b>AM Workshop: Clean Language in Coaching</b></p> <p>Most coaches learn that coaching is not so much about utilising techniques but about spending time with the coachee, listening attentively and encouraging them to think more deeply about the story they tell themselves of the issue at hand. When this story includes what the coachee ‘would like to have happen’ then that motivation helps to drive the process of developing fresh perspectives in the coachees mind.</p> <p>This workshop will include some exercises so that delegates can experience clean language and will explore the benefits to coaching of including this approach within the coach/mentor’s ‘toolbox’.</p> <p><b>PM Workshop: Motivational Coaching: An Added Dimension</b></p> <p>Coaching by its very nature is motivational; the client has the sole attention of the coach who is focused on enabling them to excel. Why would that not be enough? Yet, we all know that change, and particularly behavioural change is much more difficult than we think. Although we may not like to acknowledge it, we often have much invested in our old ways of being and doing!</p> <p>This workshop puts the motivational question clearly on the table. Participants will go away with insights about how to build their motivation capability, traps to avoid and tools to help their clients bring the best of themselves to all they do so that they excel ... and enjoy the journey.</p>	<ul style="list-style-type: none"> <li>• East of England accredited Coaches</li> </ul>
<p><b>September date tbc</b></p> <p>Cambridge venue tbc 9:30-16:00</p> <p><a href="#">Further booking information to come</a></p> <p><b>20 places</b></p>	<p><b>Mentoring CPD Workshop</b></p> <p>This session will be facilitated by Jan Bowen-Nielsen and Nick Howell of Quiver management and will focus on one of the following;</p> <ul style="list-style-type: none"> <li>• Contracting in mentoring</li> <li>• Reflective mentoring practice</li> <li>• Motivation in mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ E&amp;D Leads/OD Practitioners</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HLM Feedback Facilitators</li> <li>• GMTS Programme and Placement managers</li> </ul>

October	Theme	For
<p><b>Tuesday 3 October</b></p> <p>Cambridge venue tbc 9:00-16:30</p> <p><a href="#">Book your place</a></p> <p><b>25 places</b></p>	<p><b>Coaching Purpose and Direction: Are you on track?</b></p> <p>This workshop will help you develop your coaching skills and approach in working with clients who are seeking a change in career or personal direction (indeed, this may even be you!). What are the tools, techniques and approaches that as a coach you can use to support your client in finding their focus and next step. We will consider philosophies, methods and tools to develop this aspect of your coaching practice.</p> <p>Specifically:</p> <ul style="list-style-type: none"> <li>• Who are you? The Triangle of Tension, the Cone of Congruence and other tools to crystallize a sense of identity.</li> <li>• What do you want? Discerning the future from considering the best of the past: tools to collect stories of your client 'at their best' and how to get more of that</li> <li>• And why do you want it? Creating a sense of personal mission, and ways of living it</li> <li>• Planning to achieve it: A model and practical tool set for creating more success in your client's life.</li> </ul> <p>We can promise you a thought provoking day!</p>	<ul style="list-style-type: none"> <li>• East of England accredited Coaches</li> </ul>
<p><b>2 dates in October tbc</b></p> <p>Cambridge venue tbc 10:00-16:00 <a href="#">Further booking information to come</a></p>	<p><b>Healthcare Leadership Model CPD Workshop</b></p> <p>Topics based around Emotional intelligence and Managing Difficult Conversations</p>	<ul style="list-style-type: none"> <li>• HLM Feedback Facilitators</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• GMTS Programme and Placement managers</li> </ul>

November	Theme	For
<p><b>November date tbc</b></p> <p>Stansted venue tbc 9:30-16:00</p> <p><a href="#">Further booking information to come</a></p>	<p><b>Mentoring CPD Workshop</b></p> <p>This session will be facilitated by Jan Bowen-Nielsen and Nick Howell of Quiver management and will focus on one of the following;</p> <ul style="list-style-type: none"> <li>• Creativity in mentoring</li> <li>• Contracting in mentoring</li> <li>• Reflective mentoring practice</li> <li>• Motivation in mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/E&amp;D Leads OD Practitioners</li> <li>• East of England accredited Coaches/ Network of Mentors</li> <li>• HLM Feedback Facilitators</li> </ul>

December	Theme	For
<p><b>Thursday 7 December</b></p> <p>Newmarket Racecourse <a href="#">Directions here</a> 10:00-16:00</p>	<p><b>OD Networking event</b></p> <p>Further information to follow</p> <p><b>To register your interest, please email <a href="mailto:Leanne.dellar@hee.nhs.uk">Leanne.dellar@hee.nhs.uk</a></b></p>	<ul style="list-style-type: none"> <li>• HRDs/LD Leads/ E&amp;D leads /OD Practitioners</li> </ul>

## Talent Management Support

We are running NHS Executive Search workshops which provide an interactive, participative and detailed deconstruction and briefing on the board appointment process and how to navigate it to best effect to support our talent management approach.

If you have Aspirant Executive Directors i.e. current Deputy Directors / Associate Directors from your organisation or those who you coach and mentor who would be interested in attending this workshop to support succession planning that you support they can book to attend.

<p><b>Thursday 22 June</b></p> <p>Victoria House, West Wing, Fulbourn</p> <p>9:00-17:00</p> <p><a href="#">Book your place</a></p> <p>And</p> <p><b>Monday 10 July</b></p> <p>Victoria House, West Wing</p> <p>9:00-17:00</p> <p><a href="#">Book your place</a></p> <p><b>20 places at each workshop</b></p> <p>(** Password for booking is 'Leadership' **)</p>	<p><b>Career Development – Executive Search Workshop</b></p> <p>An interactive, participative and detailed deconstruction and briefing on the board appointment process and how to navigate it to best effect including:</p> <ul style="list-style-type: none"><li>➤ What panels look for in appointing someone to their first board post</li><li>➤ Pre-application activity – generic preparation ahead of a career move and due diligence</li><li>➤ Making an successful application</li><li>➤ The closing date and sift process</li><li>➤ How executive search firms work and how to get the best out of them</li><li>➤ Preliminary interviews and how to be successful in them</li><li>➤ The short listing process</li><li>➤ Pre-panel interview activity and what to expect</li><li>➤ How panel interviews work (including a demonstration and role playing of different scenarios) and how to optimise one's performance</li><li>➤ Other aspects of the final stage of the selection process (presentations, sub-panels/stakeholder groups, references etc.)</li></ul> <ul style="list-style-type: none"><li>• Please note that there will be a bit of pre-work, we would be sending a questionnaire and asking if there are any particular key areas that need addressing, get an understanding of where you are at with your career etc.</li></ul>	<ul style="list-style-type: none"><li>• Nye Bevan, ADDS, FCCL, Ready Now, SOL, Yale and DoNs programme participants</li><li>• Aspirant Executive Directors i.e. current Deputy Directors / Associate Directors</li></ul>
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### **Cancellation Policy:**

*It is understood that cancelling places at short notice is sometimes unavoidable; however your commitment to attending our events is crucial to their success.*

*Cancellations should please be made at the first available opportunity.*

*If you are unable to attend you may send a substitute delegate as long as they meet the criteria for the event/programme and their place is supported by your organisation. Should it not be possible to provide a substitute the sponsoring organisation will be informed of the non-attendance.*

Please contact [leadership.eoe@hee.nhs.uk](mailto:leadership.eoe@hee.nhs.uk) if you are unable to attend the event or would like to send a substitute (please make sure you put in a subject name and date of the workshop). To see the full policy please click [here](#)