



## LONDON LEADERSHIP ACADEMY

# NEWSLETTER

April 2015

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In the **last edition** of the newsletter, Mitzi talked about change and the uncertainty it can bring. Never does this ring truer as we enter the last fortnight in the lead up to a general election.

In my last newsletter introduction, I talked about the Smith review of NHS Leadership and Improvement Capability. The review is now moving into implementation phase and I hope that we can share more information in our next edition.

We're now in the final stages of agreeing our service level agreement with the Academy for this financial year. This will detail the work we are required to deliver as a Local Delivery Partner of the NHS Leadership Academy. We're pleased that we will be continuing with our local engagement networks, including talent management, L&OD network and coaching & mentoring steering group, as we value these opportunities to liaise with our stakeholders and share best practice. If you're interested in finding out more, please **get in touch**.

Finally, we're pleased to publish our report **Providing the time and space for future success**. This report looks back on our achievements since we became the London Leadership Academy in 2013, as well as taking a more in-depth look at some of our programmes. We hope you enjoy reading it.



**Anne-Marie Archard**  
*Head of the London Leadership Academy*



## NEWS

### London winner at National Leadership Recognition Awards!

We are delighted that Gillian Halley, Director of the Hospital to Home Service at Royal Brompton and Harefield NHS Foundation Trust, has won the national leadership recognition award for NHS Innovator of the Year. This award is for putting quality improvement at the heart of a leader's role in order to transform patient care.

Gillian was nominated for a regional leadership award back in July 2014 by Craig Brown, Programme Manager for the Hospital to Home Service at Royal Brompton and Harefield NHS Foundation Trust.

Craig said in his nomination: "Dr Gillian Halley is a rare blend of innovative clinician, excellent Paediatric Intensive Care Consultant and talented leader for this expanding service. As well as being a full time clinician, she is a mother of three, an "improving pianist" and writes books in her spare time. She is truly amazing!"

The regional judging panel for this award category was chaired by Stephen Pollard from Arup (who were one of our local sponsors) and consisted of members of the London Leadership Academy Reference Group. On interviewing Gillian, the judging panel were impressed with her vision of transforming services for families via a package of support for children requiring long-term ventilation at home. "She involved the whole team in the design of the service, sought a technological solution, and worked collaboratively to ensure a multi-agency approach that was wrapped around the needs of the patient" they said.

Gillian was one of nine London finalists put through to the national leadership awards, the winners of which were announced at a national event in London on 31 March 2015.

The leadership recognition awards are designed to 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 we are truly proud to work alongside. Nominations for the 2015 awards will open in June 2015.



*Gillian Halley receiving her award from awards host Ade Adepitan MBE and Steve Fairman, Managing Director NHS IQ, one of the judges of this award.*

### Systems Leadership Masterclass: 'Culture Eats Strategy'

On the 25 March, London Leadership Academy held the final Open Masterclass in the 2014/15 Series. The session was facilitated by Myron Rogers, an internationally renowned expert in systems leadership. As usual, the Masterclass was extremely popular and was attended by a wide range of NHS organisations and staff in senior leadership roles. The session explored the theory, principles and practices for leading systems, and raised many questions about how we can lead change in a system through allowing innovation and dynamic organising. By combining a theoretical framework with lots of examples of his international work, Myron took attendees on a powerful and thought-provoking journey on how to work within a constantly evolving and challenging environment.

You said:

*"The session was very useful, Myron was great. His knowledge and experience really helped reinforce the concepts of learning."*  
*"Wonderful!"*

*"I've attended most of the Masterclasses this year, and they have been invaluable to me in my development as a leader. Very thought-provoking and challenging to my thought processes"*

*"Myron was excellent and I'd love to hear him again"*

We are hoping to hold a further annual Masterclass series for 2015/16 but the sessions are currently TBC. If you have a specific topic request or would like to share with us what the Masterclasses mean to you, please email **Emily Miles**.

## Thinking Environment training workshops

The Thinking Environment is an approach pioneered by Nancy Kline, author of the classic text *Time to Think* (1999). It enables a space in which people are able to think for themselves, and in which they find the courage to put their ideas and thinking into action.

London Leadership Academy has offered a range of training workshops to help participants explore and practice the various ways to create thinking environments throughout an organisation. Tally Kandola, Head of Organisation Development at Hounslow & Richmond Community Healthcare NHS Trust, and one of the participants on the two-day programme, reflects on her learning.



Mitzi Wyman (right) delivering *Time to Think* training this week

“I attended the Time to Think training because I was finding that having the time to get some good quality thinking time was becoming more and more difficult. I also wanted to pick up some techniques, hints and tips for staff in my organisation, who often juggle very busy clinical roles as well as managerial, and therefore don’t often get the time to stop to really think.

“My main insight was how we can have really great interactions during meetings, formal and informal, in a short space of time using some very helpful techniques that encourage a thinking environment.

“I have already put the learning into practice through:

- creating ease in meetings by encouraging the use of rounds at the beginning of meetings
- encouraging the use of thinking pairs to ensure that everybody has the opportunity to speak and share their thoughts
- encouraging meeting chairs to set agenda items in the form of questions, to encourage thoughts around items prior to meeting giving attendees a better understanding of the expected outputs from each item.
- having a regular weekly thinking pair slot with a colleague

I would certainly recommend this training to others as it offers lots of insights into creating the best thinking environments for people, with some really handy practical techniques are that can be implemented quickly”.

For further information on the Thinking Environment and how it can be used in your organisation, please contact **Mitzi Wyman**.

## Darzi Fellowships – recruiting now

Recruitment for “Darzi 7” Fellowships in Clinical Leadership has now commenced across the system. Recruitment is led locally by different NHS organisations, and advertised via NHS jobs. If you would like to apply to become a Darzi Fellow, please visit the [NHS jobs](#) website and search for ‘Darzi Fellow’. Deadlines vary for individual projects and will be detailed for each post. In particular, medics in training should be aware of required OOPe timeframes. For more information about the Darzi Fellowship Programme, please visit our [website](#).

## Inspiring Clinical Leaders: Monitor Strategy Development Workshop

In a joint event with Monitor's Development Team, London Leadership Academy held a highly interactive morning workshop for current and aspiring NHS clinical leaders at the end of March. Using Monitor's **Strategy Development Toolkit**, clinicians from a range of professional backgrounds and Trusts learnt how to develop practical skills in order to provide strategic clinical input into future service developments. Specifically targeting clinicians to give them space and time to reflect on how they can become more involved in organisational strategy development, this workshop was a hugely successful example of partnership between NHS bodies and multi-professional thinking. Attendees were highly enthusiastic about the day and the Toolkit, which will enable them to further improve and influence strategic thinking across the NHS.

Some quotes from participants:

*"Brilliant!"*

*"I will be discussing the tool with our nursing directorate and medical directorate and with my ward teams on a frontline level"*

*"Please do more of these, very useful"*

*"This would be a great session to run across boards and directorates at FT"*

For more ideas or suggestions about Clinical Leadership, please email **Emily Miles**.

## Capital People Equality & Inclusion celebration event

On 27 March, London Leadership Academy held an event celebrating the work of the Capital People inclusion programme. As well as presentations from Sanchita Hosali, from the British Institute of Human Rights, and Roger Kline, delegates also heard from programme participants who shared their experiences and lessons learned, including some very powerful testimonies from people who had been through the Transitions programme.

Our delivery partners of the Capital People programme held a Q&A panel which gave further insight into the human rights approach of addressing inclusion issues. Following table discussions about changes individuals could take to create a more inclusive NHS in London, delegates were tasked with putting these into action on return to their workplaces.



*From left: Joy Warmington, CEO of brap, Harjinder Bahra, Director of FREDA, and Eden Charles, Executive Director, People Opportunities, talk about their experiences of delivering the Capital People programme*

## BOOK NOW

### The Director Programme

Applications are now open for the Academy's **The Director Programme**, aimed at all senior executive leaders who are seeking further role development and support. This year-long programme replaces the previous 'Top Leader' programme and includes a seven-day residential programme delivered in two parts over the course of three to four months. It is focused on developing the capacity of participants to adapt, enhance, and broaden their own leadership styles and behaviours. Participants will be provided with expert input and thought-provoking and stimulating experiences in both large and small groups. The programme will continually focus on the changes people are leading in their workplace, their own responsibilities and influencing capacity around that change.

More information, including programme dates, can be found on the Leadership Academy's [website](#). Please note that whilst the programme is subsidised, there is a cost of £4,500 per person.

## COMING SOON

### International Supervision week event

London Leadership Academy are holding an interactive event on supervision with Robin Shohet and Erik de Haan on the afternoon of Wednesday 15 July. The focus of the event will be looking at vulnerability in supervision.

The aim of the event is to expand people's experience of supervision, which is used as a key part of the support we offer to coaches, but can also be applicable in so many aspects of the work space.

*"In times of stress...supervision can be very important. It can give us a chance to stand back and reflect; a chance to avoid the easy ways out of blaming others – clients, peers, the organisation, society, or even oneself; and it can give us a change to engage in the search for new options, to discover the learning that often emerges from the most difficult situations, and to get support."*  
(Hawkins & Shohet, 2006)

Details on how to book will be shared in future editions of the newsletter – priority will be given to non-coaches and mentors who are interested in finding out more about supervision and are willing to experience it.

[www.londonleadershipacademy.nhs.uk](http://www.londonleadershipacademy.nhs.uk)



Leading across London



London Leadership Academy