



LPFT Collective OD and Leadership Offer 2022



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At LPFT people are central to everything we do and it's important that we continue to develop and nurture a compassionate, collective, and inclusive leadership culture that is lived and demonstrated by everyone in the Trust. A culture where everyone demonstrates LPFT values and behaviours; and we are clear on what good leadership looks like and what is expected of our staff.

The Organisational Development (OD) and Leadership Team understand the importance of developing our staff at every level to deliver today and be ready for the leadership and team challenges ahead. We offer support at any level, from individual, through to system and provide interventions such as leadership development, bespoke team development, coaching, and supporting transformational change. In this document you will find details of the OD and Leadership offer currently available to Trust staff, including links to useful Toolkits and resources.

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Leadership Development Programmes

Leadership Induction

This 4-day programme is aimed at leaders/managers who are:

- New to a leadership and/or management role
- New to the Trust
- Requiring a refresher

It focuses on:

- Leadership Values and Behaviours
- Compassionate and Inclusive Leadership
- Human Resources
- Communications
- Managing Budgets and Finance
- Using Health Roster
- Business Planning and Fraud Prevention



Management Supervision and Appraisal Training

Aimed at everyone who conducts management supervision and appraisals, this interactive, half day workshop will build skills and knowledge in holding high quality and meaningful developmental conversations with staff. It focuses on:

- The ingredients of a great management supervision and appraisal conversation
- The components of a well-structured objective and how that translates into practice
- The importance of good quality feedback and what that looks like
- Incorporating talent management into the management supervision and appraisal process
- Practical considerations relating to management supervision and appraisals

Road to Recovery Through Compassionate Leadership

This interactive, half day workshop has been developed to support leaders to consider how best to lead their teams as we start to recover from the impact of the COVID-19 pandemic. This workshop is designed to support the '[COVID-19 Team Recovery Toolkit for Leaders](#)' that has also been developed around this topic.

Within this workshop we will consider:

- Reuniting and reconnecting as a team
- Effectively leading those team members who continue to work remotely or in a hybrid way
- How to effectively develop and maintain emotional resilience and wellbeing in both yourself and your teams

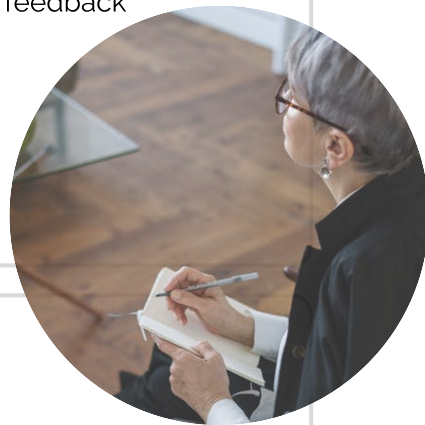
Leadership Development Programmes

Coaching Skills for Leaders

A coaching approach and coaching conversations happen in a variety of ways and in a variety of settings. As we aim to culturally shift our leadership mind-set from heroic/hierarchical leader to collective and compassionate leader, then a coaching approach to allow our staff to contribute their ideas and potential is vital.

This programme provides a foundation in the practical application of coaching skills and includes:

- The principles of coaching
- Coaching skills e.g. deep listening, powerful questions, building rapport, giving feedback
- Coaching styles and approaches
- Practical models/tools, such as GROW and 'At my Best'
- A chance to practice in a safe, supportive environment.



LPFT Leadership Development Programme

This 5-day programme is aimed at staff who are currently leading/managing teams or have been identified through appraisal and developmental conversations as ready to move into a leadership/management role. It enables participants to carefully evaluate the skills, time and values that are required for leadership, from improving their emotional intelligence, through to coaching, negotiating, empowering, and engaging staff to be more productive and efficient.

This programme is designed to create a progressive learning journey – each session will reflect on previous action points, lessons learned and impact. It covers five fundamental areas of leadership:

- Leading 'SELF'
- Leading 'OTHERS'
- Leading as 'COACH'
- Leading 'TEAMS' and,
- Leading 'CHANGE'



For more information please contact: [Jennie Salisbury j.salisbury1@nhs.net](mailto:j.salisbury1@nhs.net)

Individual Development and Support

Leadership Support Circles

NHS England/Improvement have developed a suite of Leadership Support Circles and resources, to provide support for leaders/managers in leading compassionately through COVID-19 and beyond. We are now able to offer these locally within LPFT. Leadership Support Circles offer time and reflective safe space for those with leadership and/or management responsibilities through:

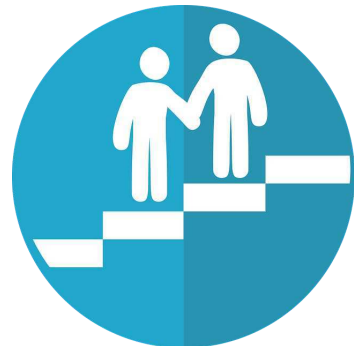
- Short, themed, and interactive online sessions based on evidence-based principles for Compassionate Leadership
- A multi-disciplinary, interactive space for you to come together, share your experiences and be heard
- Drawing on practices including Schwartz Rounds and Care Circles often used by clinicians
- Signposting to evidence-based guidance, tools, resources, and further support

These are open to anyone in a leadership role or with responsibility for line managing others. Each session is led by our own trained, internal facilitators and will be delivered virtually over MS Teams.

Coaching or Mentoring

Staff can access our register of trained coaches to support them to:

- Improve personal effectiveness
- Build resilience
- Increase self-motivation
- Increase motivation in others
- Increase emotional intelligence
- Increase flexibility as a leader
- Impact positively on patient care
- Impact positively on staff morale & engagement



Healthcare Leadership Model 360 Feedback

The Healthcare Leadership Model 360 Feedback Tool is a powerful way to help individuals identify where their leadership strengths and development needs lie and give an insight into other people's perceptions of their leadership abilities and behaviour.

The process includes a self-assessment and getting confidential feedback from line managers, peers and direct reports (if applicable) around 9 domains of leadership competence, values and behaviours. Participants will receive a personalised feedback report and a dedicated feedback session (from an NHS Leadership Academy accredited 360 Feedback Facilitator) to help to interpret this and set follow up actions.



For more information please contact: [Jennie Salisbury.j.salisbury1@nhs.net](mailto:Jennie.Salisbury.j.salisbury1@nhs.net)

Leading Effective Teams

Team Time

The COVID-19 pandemic has affected a huge number of people across all teams in different ways. The Team Time initiative was originally developed to provide a safe facilitated forum to help all staff within a team to connect with each other and feel supported, in order to feel better equipped to cope with the impact of the pandemic. As we continue to recover, this session continues to be beneficial in helping teams to connect, share experiences and start to process high levels of stress.

What's involved:

- 30 - 45 minute session led by trained facilitators
- Attendance is optional. Any member of the team is welcome to attend
- Two team members share a pre-prepared reflective story before the wider team offer in their own reflections
- Focus of this session is on sharing of both feelings and experience, rather than problem solving
- Facilitators ensure the discussion is safe, reflective, and focused on the emotional aspects of work

Team Effectiveness Programmes

The OD and Leadership team are able to support the development and transformational work in the Trust by offering bespoke OD support, guidance, and interventions to enable team effectiveness. This is dependent on your teams' needs and includes (but is not limited to):

Team effectiveness diagnostic and recommendations

- Team reconnection and refocussing activities
- Team Time initiative (see above)
- Team Protocols activity
- Change management
- Group coaching and/or Action Learning Sets
- Focus groups and group interventions
- Motivating staff and dealing with conflict
- Culture and team dynamics



The OD and Leadership team are experienced and trained in a variety of tools to support the above, such as Strengths Deployment Tool (SDI). This relationship awareness tool allows teams to identify what motivates them, their key strengths and how they behave when they go into conflict. This is vital information in helping to get the best out of your team.



For more information please contact: [Jennie Salisbury j.salisbury1@nhs.net](mailto:j.salisbury1@nhs.net)

Organisational Leadership Development

Inspirational Leadership Programme (ILP)

This B7+ leaders programme is an opportunity for people to take time out and reflect on the issues affecting our leadership and service delivery; and hear key messages from our CEO and members of the executive team about our vision and direction of travel.

It is a mix of internal and external speakers and occurs 3 times a year.

Other non-B7+ staff (of any banding) can be nominated to attend a year-long programme based upon them demonstrating the right skills, values and behaviours

ILP provides the opportunity to:

- Network with LPFT colleagues
- Stop and Think (reflect upon patient outcomes; strategic priorities; leadership styles; what's working well & what needs to change)
- Share good practice & work collaboratively
- Develop Leadership skills & Knowledge
- Keep abreast of strategic developments (internal, system, national)



For more information please contact: [Jennie Salisbury.j.salisbury1@nhs.net](mailto:Jennie.Salisbury.j.salisbury1@nhs.net)

System Wide Development

Coaching

Coaching is available to all staff within the Lincolnshire Sustainability and Transformation Partnership (STP), via our shared coaching register. This consists of accredited pan-Lincolnshire coaches.

Coaching aims to:

- Improve personal effectiveness
- Build resilience
- Increase self-motivation
- Increase motivation in others
- Increase emotional intelligence
- Increase flexibility as a leader
- Impact positively on patient care
- Impact positively on staff morale & engagement
- Increase the capacity to think innovatively across the system
- Increase networks and relationships via the coaching relationships

Coaches are accredited with Association for Coaches (AC) or European mentoring and coaching council (EMCC). As an STP we have supported over 40 staff to gain AC accreditation through our Coaching for High Performance Programme. As an STP we have a shared coaching approach to provide quality assurance and offer ongoing supervision, CPD events to ensure that annual accreditation requirements are met.

CPD for Coaches

We appreciate that in offering a coaching approach it is important to support our coaches with their continuous professional development. Therefore, for our accredited coaches we offer a range of CPD events, these include:

- 1:1 supervision with an accredited supervisor
- Quarterly Peer Supervision Sessions
- Annual Coaching Conference





System Wide Development

NHS Midlands Leadership Academy

A wide range of leadership development programmes, events, leadership support offers, and resources are available locally through the NHS Midlands Leadership Academy, Midlands Leadership and Lifelong Learning team. With the emphasis on leadership across all levels, these are available for staff of all backgrounds and experiences across health and care.

The following e-book details what's available relative to an individual's leadership level and needs [Leadership-E-Book-FINAL.pdf \(leadershipacademy.nhs.uk\)](#)

This e-book includes options for:

- ASPIRING, EMERGING, ESTABLISHED and ADVANCING Leaders
- Systems Leadership
- System Board Members/ Executive Development
- Equality, Diversity, and Inclusion
- Coaching and Mentoring

For more information also visit [NHS Midlands Leadership Academy](#).

NHS Leadership Academy - Programmes

The NHS Leadership Academy offers a wide range of national and local leadership and management development resources and programmes which are available to LPFT staff. Support is provided at all levels and includes highly regarded national and local leadership development programmes.

We have highlighted the locally available **Edward Jenner Programme** and **Mary Seacole Local Programme** in this offer document. For information on all other national NHS Leadership Academy Programmes please visit [Programmes – Leadership Academy](#).

System Wide Development

Edward Jenner Programme

The Edward Jenner Programme is aimed at those who want to get ready for their first leadership or management role. It will build strong foundation level leadership skills that can help enhance your confidence and competence in your role.

This programme has been designed to offer flexibility as a suite of self-guided online short courses and includes the following:

- An introduction to personal development
- Exploring what leadership means to me
- Leading through relationships
- Leading in and beyond my team
- The leader as manager

For more information visit [Edward Jenner programme – Leadership Academy](#).



Mary Seacole Local (MSL) Programme

Hosted as a Pan- Lincolnshire programme offered to all Health, Social Care, Third Sector Providers and Commissioners. This nationally recognised programme is for first time or aspiring leaders and includes:

- Values & behaviours as a Leader
- Leadership styles
- Service Improvement methodology
- Conflict Management
- Emotional intelligence
- Management skills

This is run as a flipped classroom approach so much of the learning takes place on-line with your cohort as you learn together and share ideas via the discussion forum.

There are also 3 x 1-day workshops which are co-facilitated by 2 people from various organisations within the system. These workshops are currently delivered virtually over MS Teams.

For more information please contact: Vicki Peasgood - Vicki.Peasgood@ulh.nhs.uk

Resources and Toolkits



LPFT Toolkits

In addition to the above the OD and Leadership team encourage self-directed learning to support leaders in their roles. We have developed a number of toolkits and resources to support with this.

These include:

- Living the Values as a Leader
- COVID-19 Team Recovery Toolkit for Leaders
- Health and Wellbeing Conversations – A Guide for Leaders
- Successfully Embedding and implementing Change
- Work From Home Protocols

For more information and to access these Toolkits please visit: [SHARON - Documents - Leadership Toolkit \(sharepoint.com\)](#)



Other Useful Resources

A wide range of leadership and management development support and resources are also available online. The following come highly recommended:

- [Leadership Academy – Learning hub](#) - Includes bitesize learning and support for leaders
- [NHS England » Supporting our NHS people](#) – Includes health and wellbeing resources
- [NHS Employers](#)
- [NHS Leadership Academy](#)
- [Midlands Leadership Academy](#)
- [The King's Fund](#)
- Open Learn - Free learning from the Open University
- [Chartered Management Institute \(CMI\)](#)
- [Institute of Leadership and Management \(ILM\)](#)
- [Chartered Institute of Personnel and Development \(CIPD\)](#)