

TALENT AND LEADERSHIP

DISPATCH

AUTUMN 2025



Welcome

This is the third of our quarterly newsletters which we hope will help us connect with you, your teams, your organisation and system and enable further partnership and collaborative working in the South East region in the Talent and Leadership space.

Welcome to Autumn.

We hope you have had a good summer and been able to take time out to relax.

We hope there is something in our newsletter that inspires you and gives you an opportunity to develop and connect.

We have re-launched our [LinkedIn team page](#) so please do connect with us and keep up to date with our work and offers.

Enjoy Autumn and all it has to offer. Revel in the colours in nature while recognising that Autumn is a time to pause, take stock, and carry forward what has grown.

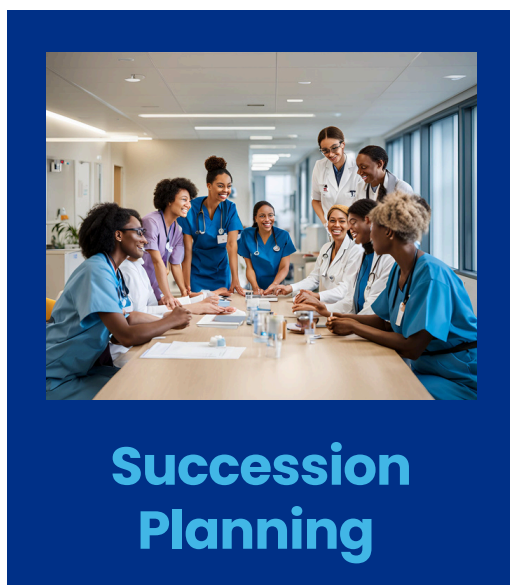
Succession Planning

Thank you to all organisations who have completed a return for the first Regional Board Succession Planning process. We have had excellent engagement across the region.

Returns closed on the 1st October 2025. Following this we will start to review and analyse the data as well as seeking feedback on the process from all organisations so that we can understand what has worked well, and also what improvements or further changes we need to make to these processes moving forward. This will also include work on exploring the introduction of a digital enabler for 2026.

From early December the NHS England SE Talent and Leadership Team will share overview data and regional narrative back to systems and organisations so that we can start to collectively work towards joint and informed Board talent interventions and solutions.

For any questions around this work please contact lucy.wyldewise@nhs.net.



Community of Practice

We have recently run our 3rd South- East Succession Planning Community of Practice in the region which aims to share resources, approaches and innovations and to drive this work forward collectively.

The next community meeting will be in December 2025, date to be confirmed.

If you are currently undertaking succession planning in your organisation or looking to step up this important activity, please contact lucy.wyldewise@nhs.net to find out more and join our growing community.

Aspiring Executive Talent Pool

In June, we completed a regional review of 105 aspiring executives, with input from over 30 reviewers across the South East. This was a pilot under the [Talent Identification and Mobilisation Approach \(TIMA\)](#), see page 9. using a new assessment method first tested with our Aspiring CEO pool and now applied for the first time as a formal talent readiness evaluation. The process also generated data to test predictive modelling that goes beyond traditional competency measures. This is to help us assess potential sustainability and at scale as well as identify observable features of higher levels of readiness, to de-bias the process and provide evidence-based development.

During July candidates were informed of their outcomes, with 74 offered a place in the pool. All applicants received detailed feedback.

Every assessment process has inherent bias as it involves people - not just from assessors, but also applicants themselves. We identified trends of lower average scores for BAME and female candidates in self and nominating sponsor ratings. Female and, to some extent, BAME candidates were also more likely to receive inconsistent reviewer recommendations. Highlighting and addressing these biases is critical in order to mitigate within the current process and help address systemic factors longer term, both of which are our priorities. Want to learn more? [Register your interest to receive the full case study.](#)

If you did not apply to the Talent Pool and aspire to an Executive-level role in the South East in any sector or profession please join our [Talent Map](#).

Talent Map



Talent Map

The [Talent Map](#) is the first point of call for all who aspire to senior leadership roles in the South East.

Complete a profile in under 15 minutes and you can access developmental support, including workshops and invitations to join talent pools as they become available

Update: Leadership Development with AI

In the summer we launched a pilot for innovative AI-based development tools with aspirant executives in our [Talent Map](#). AI offers opportunities to get out of the 'classroom' and take personal reflection to a new level while simultaneously expose future top leaders to tools that will soon become essential.

Over 50 Map members along with some of our coaches helped us test the efficacy of an AI Coach tool developed in partnership between NHS Elect and the University of South Wales as well as a Chat-GPT based Board simulation tool that aims to give aspirants a better insight into Board dynamics, developed by Jason Brewster, a Leadership Development design specialist in NHS England.

Thanks to those who were involved and provided feedback. Evaluations will be used to identify how and where we can best use these approaches to greatest impact. [Please do let us know](#) if you are using or developing AI in your own Leadership and Talent programmes.

Career Coaching



We have a “**Career Coaching**” offer for targeted support for those wishing to explore what the next step in their career may be and how to get there. Our cohort of Career Coaches provide careers coaching for those seeking to work with change and plan and develop their careers. The coaching is individual, confidential and impartial careers coaching with career coaches.

Coaching and Mentoring

We continue our [coaching and mentoring scheme and offers](#) to health and care staff in the region. Coaching and mentoring is an inclusive offering available to all professions within the NHS and social care, irrespective of pay grade, clinical and non-clinical roles.

Whether you are leading an organisation, heading up a service, managing a team or leading yourself and colleagues, coaching or mentoring can support you on your leadership journey. This is free at any point in your professional career.

We also continue to provide [CPD and supervision](#) to coaches and mentors on our register.

System Leaders Peer Network and Learning Programme

In June we commenced our first cohort of the South East Systems Leaders: Peer Network and Learning Programme and we are just about to start the second cohort due to the positive feedback and overwhelming interest.

This programme is for leaders working at neighbourhood, place and system, passionate about collaborative working across boundaries to improve health and care with patients and citizens. The programme is co-designed with the Leadership Centre, a national charity with over 20 years experience in strengthening leadership across public services.

Our aim with the programme is to give attendees practical support, and to help people navigate their way through complexity and uncertainty. The programme is designed to provide support to help address the issues we are facing. It will enable participants to build knowledge, understanding, expertise and connections within and across sectors, and help them try out new ways of thinking and working that can lead to better outcomes for them, their teams and their communities. Participants will have the opportunity to learn from others in the space, benefit from their experiences and collaborate with peers. Covering:

- How do we work in Volatility, Uncertainty, Complexity, and Ambiguity?
- How do we influence without direct power?
- How do we take people with us and lead through change?
- What does this mean for place based / neighbourhood leaders?

We had circa 80 participants in cohort 1 and 100 are ready to start cohort 2. Both cohorts have representatives across all 6 ICBs and from various sectors including Providers, Mental Health, Primary Care, Local Authority, Community and Voluntary.

If you are interested this programme please [register your interest](#).

Career Management Support

Strategically managing careers and navigating career transitions can be both exciting and challenging, particularly during times of restructuring and change. Whether you or those you lead are looking for career development opportunities, support in making career decisions, or seeking well-being resources, we have curated a variety of [tools and services available to help](#).

NEW: Autumn-Winter Career Series

★ Book Today! ★

Following the huge success of our Summer Career Series, we have launched an Autumn-Winter Series to meet demand and provide some new inspiration and support, with more sessions to be added!

Looking to grow your confidence, refresh your CV or prepare for your next role? Wanting to learn to navigate imposter syndrome or decide whether it's time to fall back in love with your role or move onto the next best thing for you?

Our Autumn-Winter Career Series offers a mix of practical, interactive 1-hour virtual interactive workshops designed specifically for health and care professionals in the South East.

Running from late October 2025 to March 2026, the sessions cover everything from career planning, interview skills, networking, personal branding and overcoming your inner critic. You can join as many sessions as you wish, as each one stands alone with focused, practical content.

Cameras on, mics ready! Each session includes tools, reflection time, the opportunity to connect with others and takeaways to help you put learning into action. Find the full schedule and book your place by following the links [on our website](#) or below.

★ Let's make this autumn and winter inspirational, supportive and energising to help you progress your career decisions and journey. ★

15th October – [Answer with Impact – Mastering the STAR Framework for Applications and Interviews](#)

A focused session on structuring compelling responses to common interview questions using the STAR method, plus alternative strategies and practice examples.

4 November – [Strategic Connections – Networking with Purpose and Ease](#)

How to build meaningful professional relationships and navigate networking in a way that feels natural.

6 November – [#IAmRemarkable](#)

This is a pilot initiative for Internal NHS England staff. A 90-minute workshop that empowers individuals to celebrate their achievements and challenge the stigma around self promotion.



NEW: South East Autumn-Winter Career Series

★Book Today!★

11th November – Should I stay or should I go?

A journaling style workshop to figure out whether it's time to fall back in love with your role or move onto the next best thing for you.

18 November – Step Into the Role – Thriving in Your Next Position

Guidance on managing transitions, understanding expectations, and growing into a new role with confidence.

26th November – Rewriting the Script: Understanding and Overcoming Your Inner Critic and Imposter Syndrome

Navigate imposter syndrome with confidence.

2nd December – Professional Presence – Building Your Personal Brand with Integrity

Focuses on developing a professional identity that feels authentic and aligns with your values.

12th December – CV and Application Writing – Present Your Best Self

Tips and insights to craft strong, tailored CVs and applications that highlight your strengths and align with your career goals.

16th December – Interview Confidence: Show Up, Speak Well, Succeed

Tools and mindset to approach interviews with clarity, poise, and confidence.

9th January 2026 – Career Planning – Design Your Path with Purpose

Explore career planning tools and models like IKIGAI and Squiggly Careers. Reflect through coaching questions to help identify what motivates and drives you.

25th February 2026 – Should I stay or should I go?

A journaling style workshop to figure out whether it's time to fall back in love with your role or move onto the next best thing for you.

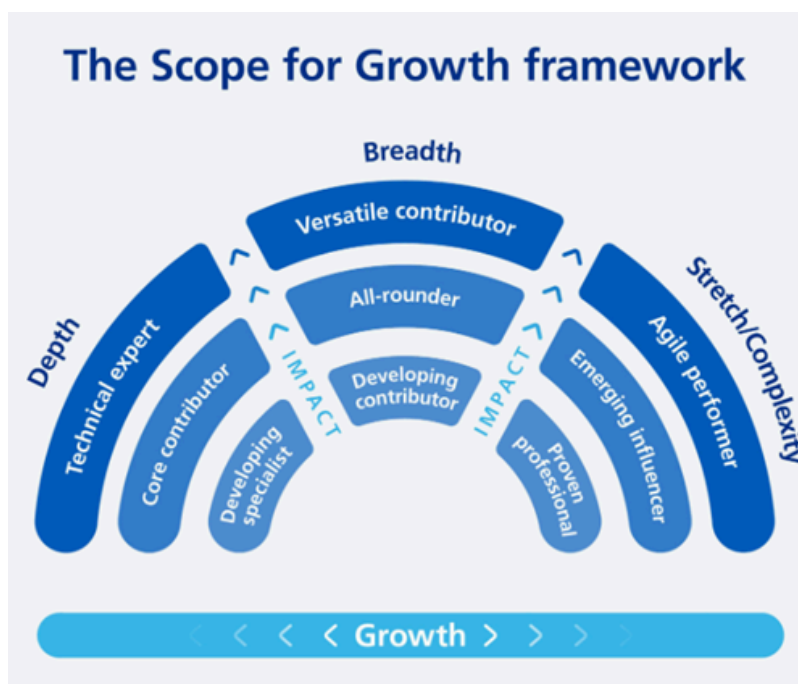
3rd March 2026 – Rewriting the Script: Understanding and Overcoming Your Inner Critic and Imposter Syndrome

Navigate imposter syndrome with confidence.

We will be working with waiting lists for each event when they become fully booked. For those who are unable to make any of the published dates please [register your interest](#).

Scope for Growth - Career Conversations

Following pilots, we have been introducing the Scope for Growth (S4G) approach to career conversations. It supports personal growth and developing talent right across health and care. It is designed to provide a framework for high-quality, inclusive career conversations that help draw out an individual's aspirations as well as their potential. It is a person-centred approach in which individuals are supported and encouraged to take ownership of their own professional development through coaching-style conversations that prioritise well-being.



Scope for Growth conversations are owned by the individual and supports those who want to develop within their current role, as well as those ready for the next step in their career.

If you would like more details about S4G or would like a conversation about the model and learn from others who have embedded the approach, please get in touch with nicola.dagnall3@nhs.net.

Career Development Resources

These are now available via the NHS Learning Hub. This online platform includes career development resources which offer practical tools and resources designed specifically for Leaders to help support you in your career development.

Talent Identification and Mobilisation Approach (TIMA)

Pilot sites needed

TIMA is a methodology for identifying potential, creating talent pools and deploying aspirant talent built on global best practice.

The approach has been designed by NHSE regional talent teams to support organisations with develop a consistent approach to managing their talent with a focus on targeted development to enable mobilisation.

The approach is adaptable to any profession, role or level and can support organisations to develop talent pools wherever there is organisational need

We are currently working with 3 organisations in the region to pilot this approach and would love to add more to our network. If this is of interest please do email lucy.wyldewise@nhs.net.



Talent Timebanking

Talent Timebanking is all about growing together - sharing skills, building connections, and unlocking new opportunities.

Please join and be part of something rewarding and impactful!

Talent Timebanking

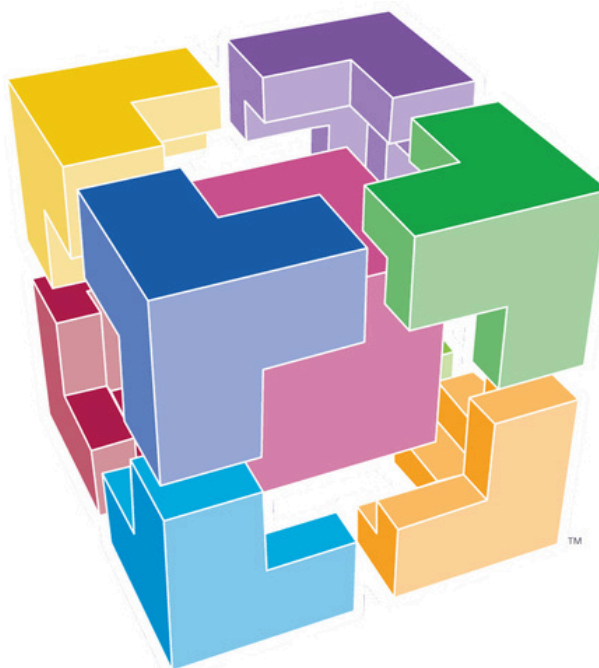


Healthcare Leadership Model (HLM) 360 feedback tool Important Update

The HLM contract with Talogy is being reviewed. As part of our work to develop a new self-assessment and 360 feedback solution aligned with the national management and leadership standards and competencies, the national team is engaging closely with stakeholders to ensure continuity and minimise disruption.

We are pleased to confirm that HLM 360 is expected **to remain accessible until at least 13th November 2026** to support ongoing leadership development. Transition arrangements beyond this date are still to be confirmed and we will share further updates in due course.

We will share updates when more information becomes available. In the meantime, if your organisation needs information on credits you hold or how to redeem them, please do contact Talogy directly email: 360support@talogy.com.



Leadership Learning Zone

The NHS South East Leadership Learning Zone (LLZ) has eLearning modules complemented by training events and workshops to help you lead your team.

Modules include Systems and Relational Leadership, Leading Transformation for Integrated Care, System OD and Transformation, Leading Transition in Primary Care, Leadership Development and Leading a Multi-Disciplinary Team.

[Find out more about LLZ and register](#) to begin your LLZ journey.

10 Year Workforce Plan call for evidence

NHS partners and stakeholders are asked to contribute to a call for evidence open for six weeks until 7 November 2025, to support the development of the 10 Year Workforce Plan. The aim is to create a plan that empowers staff, delivers world-class care, and secures the future of the NHS.

We would like examples of best practice and innovation that can be scaled to meet the 10 Year Health Plan ambitions, as well as feedback on our research and modelling.

This plan aims to create a sustainable workforce that is fit for the future, ensuring the NHS has the right people, in the right roles, with the right skills, so that every patient receives world-class care whenever they need it. It will support staff to work flexibly, grow their skills, and feel fulfilment in their careers.

Your expertise and partnership will be central to making this vision a reality and we will continue to share opportunities for expert input as it develops.

View the call for evidence: <https://www.gov.uk/government/calls-for-evidence/10-year-workforce-plan>

Transforming workplace culture through an OD approach

This [new case study](#) features a bold project from OD colleagues at Manchester University NHS Foundation Trust to transform workplace culture, strategy and staff engagement, while driving measurable results in NHS Staff Survey scores. With the introduction of 150 staff 'change agents', six new staff experience programmes and a culture dashboard tool, the case study offers a practical look at making positive change happen at a system-wide level.

The NHS England National Overhauling Recruitment Programme

To strengthen our NHS workforce, NHSE launched a programme to overhaul national recruitment practices to provide a good recruitment experience. An objective of 6 weeks' time to hire from advert placement to all employment checks complete was established.

Through data collection they can see that time to hire is currently at an average of 10 weeks. From November 2025, dashboard data will be more accessible across all providers and systems, giving you full visibility of all data that exists.

A Time to Hire Community of Practice launched in March has over 160 members. Recordings of previous meetings, guidance and resources available on [Futures page](#). To join or request access to the dashboard please email england.workforcesupply@nhs.net.

To help drive down time to hire this year and to support providers, NHSE will be re-engineering recruitment processes through a stakeholder task and finish group. Also, due to the increase in artificial intelligence (AI) they are in the process of developing new guidance that will support providers and ICBs in ensuring AI is being used in an appropriate way across recruitment.

Talent and Leadership Network

Connecting Talent and Leadership professionals across the South East health and care systems. You are welcome to join the virtual Talent and Leadership Network. Recent conversations have centred around regional and national updates; Management and Leadership Framework; career conversations, sharing good practice and most importantly getting to know one another.

Upcoming meeting dates for 2025/26:

10 December 2025 and 26 February 2026.
All dates 11.30-12:30.

December's session will focus on the Management and Leadership Framework and how we adapt and adopt this regionally.

To join please email:

england.setalentandleadership@nhs.net.



We look forward to continuing to connect with you over and please do get in touch with any queries.

South East Talent and Leadership Team

Email: england.setalentandleadership@nhs.net

[Meet our team virtually](#)

[Sign up to our newsletter](#)

Other useful information for you

Development offer - Open Now: NHS Executive Leaders Wellbeing Programme

NHS England is in the final year of national funding for the NHS Executive Leaders' Wellbeing Programme. This development offer combines support to help NHS executive leaders improve their personal wellbeing, whilst also ways to improve the health and wellbeing of their diverse teams and wider workforce. It is fully funded opportunity for NHS executives to develop their proactive approach to personal wellbeing, workforce wellbeing, leadership, and cultural transformation, and was recently shortlisted for the CIPD Award for Best Health and Wellbeing Initiative, gaining national recognition for its impact and innovation.

The programme is fully online and involves: Two short interactive online workshops, a subsequent 1:1 coaching session, and peer learning with senior executive leaders across the NHS. This is a rare opportunity for executives to step back, reconnect with purpose, and lead a proactive, compassionate wellbeing culture. With just three cohorts remaining, it is also the final opportunity to take part. Please do share this offer with your Board and senior leaders.

Programme details: <https://livingpotentialconsulting.com/nhsexecutiveleaders>

Apply here: <https://www.surveymonkey.com/r/DTZKTXW>

NHS Interim Management and Support (NHS IMAS)

Are the organisations you support searching for an interim leadership solution? NHS Interim Management and Support (NHS IMAS) has sourced and deployed senior interim resource to NHS organisations for over 16 years through our talent pool of NHS senior managers (Band 8d and above). The service is free to access, saving on expensive recruitment fees and we utilise existing NHS talent and expertise.



Other useful information for you, continued

For those joining the IMAS talent pool

Calling all Senior Leaders ready to take up a senior interim role in the NHS. NHS IMAS have supported health organisations across England since 2008 by resourcing and deploying experienced leaders on short and medium term assignments. We welcome expressions of interest from experienced senior NHS staff ready to work at Agenda for Change Band 8d and above. We will also consider those with significant experience at Band 8c.

Joining the NHS IMAS talent pool can offer a range of benefits including system wide exposure, exciting stretch assignments and a variety of learning and development opportunities. For further details please visit www.nhsimas.nhs.uk, view our [leaflet](#) or contact NHS IMAS by phone on 0113 486 0132.



For organisations: Are you searching for an interim leadership solution?

NHS Interim Management and Support (NHS IMAS) has sourced and deployed senior interim resource to NHS organisations for over 17 years through our talent pool of NHS senior managers (Band 8d and above). The service is free to access, saving on expensive recruitment fees and we utilise existing NHS talent and expertise. For further details please visit www.nhsimas.nhs.uk, view our [leaflet](#) or contact NHS IMAS by phone on 0113 486 0132.