

## Growing Your Workforce

### The Programme

We know that recruiting and retaining talent is becoming more competitive, how can we as leaders work to retain our current workforce and inclusively support them to progress within the NHS. We believe it is critical for line managers and leaders to recognise that they are part of a bigger system, to develop the skills and confidence to build their team, maximise retention, and grow talent. They also need to recognise where their organisation is responsible and areas where they may not be able to influence.

Aimed at Emerging Leaders, this programme will give you the line management tools and techniques, combined with the leadership skills and behaviours to support you to grow and build your workforce with inclusion and compassion at the centre.

Providing you with dynamic tools and techniques to take back into the working environment. The modules focus on;

- Debiasing your workforce processes within the context of your environment
- Critical conversations
- Career development and retention

This programme consists of

- Four Leadership Espressos - short 90 - 120 minute virtually delivered interactive workshops that explore the subject matter in greater depth
- Four Leadership Learning Zone (LLZ) modules - interactive e-learning modules to provide you with a base understanding of the principles and behaviours
- Two Action Learning Sets (ALS) - 120 minute facilitated sessions to engage as a small working group, to reflect, share and work through challenges.
- Access to an appropriate Coach or Mentor to support you through the programme and beyond

### The Modules

#### **Leadership Learning Zone Modules**

The Leadership Learning Zone (LLZ) has been developed by the regional Leadership Development academies to provide organisations and individuals with a tool that will enable learning, enhance understanding and embed vital skills and knowledge that will contribute to the, physical and psychological well-being of our people and can be accessed free of charge by all NHS staff via the following link: <https://southeast.leadershipnhs.uk/>

## **Developing Recruitment – Identifying Talent by BRAP**

Focussed on providing a space for leaders across the South East to explore and understand their workplace practices around identifying talent. Allowing leaders to have the opportunity to review current strategies and interventions and further their understanding of the current evidence base around the best practices for identifying talent and to think through actions that can be impactful within the context of their current role.

These sessions are an opportunity to exchange knowledge not only about what you are doing and changes you may be making but also about what isn't happening or being done as well as it should. The sessions will therefore be run under Chatham House rules, and participants will be invited to be open and honest so that we can expand our collective expertise. Most importantly we want to be able to move into a space where informed action is deployed that will support a more inclusive workforce

The themes are integrated and across sessions as the activities we select are all connected, this means that discussion is likely to touch on the advertising of jobs and the role of bias in the recruitment process as well as the themes above.

For the masterclass sessions, our objectives are to:

- 1) to develop a more informed understanding of what to do and why
- 2) to have a clearer understanding of the outcome of any initiative
- 3) to be able to share experiences of implementation

## **Developing Recruitment – Supporting Retention and Progression by BRAP**

Focussed on providing a space for leaders across the South East to explore and understand their workplace practices around retention and progression. Allowing leaders to have the opportunity to review current strategies and interventions and further their understanding of the current evidence base around the best practices for identifying talent and to think through actions that can be impactful within the context of their current role.

These sessions are an opportunity to exchange knowledge not only about what you are doing and changes you may be making but also about what isn't happening or being done as well as it should. The sessions will therefore be run under Chatham House rules, and participants will be invited to be open and honest so that we can expand our collective expertise. Most importantly we want to be able to move into a space where informed action is deployed that will support a more inclusive workforce

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### **Giving and Receiving Effective Feedback, through the lens of inclusion by Sandie Dunne**

Giving and receiving feedback is an essential part of any role, when done in the right way and with the right intentions, feedback can lead to outstanding performance. Giving feedback is a skill. And like all skills, it takes practice to get it right. This 90-minute leadership espresso has been designed to support you to give feedback constructively and effectively across difference, for example race, gender, sexuality and disability.

What will be covered:

- Explore and understand models for giving and receiving feedback
- understand the issues of giving and receiving feedback across difference, for example race, gender, sexuality and disability
- Reflect on unconscious bias in the feedback process – barriers and enablers to effective feedback
- Consider the art of non-violent conversation

An opportunity to practice the skills of giving and receiving feedback

### **Making the Most of Your Team by Meercat Consulting**

Supporting leaders to understand the role that they play in career development and retention and providing them with key practical skills to implement these with confidence within the context of their current role.

By the end of the session participants will have;

- Increased their confidence in having career development and retention focussed conversations with team members (measured at the start and end of the module)
- Explored the factors that contribute to retention levels and plan their work accordingly (this may also include participants considering their own organisations requirements for written Retention or Talent Management Plans)
- Practiced having different conversations using different frameworks:
  - Facilitating change (Enabling people to choose to grow and change themselves whenever possible, and work effectively when change feels imposed)
  - Working with ambivalence and uncertainty (How to support individuals with talent to stay in the same place/role and still be effective & motivated).
  - Exploring where the individual is (Really understand the people in your team in order to support and develop them)
  - Discussing ways of gaining and changing perspective (encouraging a growth mind-set and problem-solving approach)
- Plan to apply all of the above with their teams in an inclusive way to maximise benefits for individuals, teams and the people they support

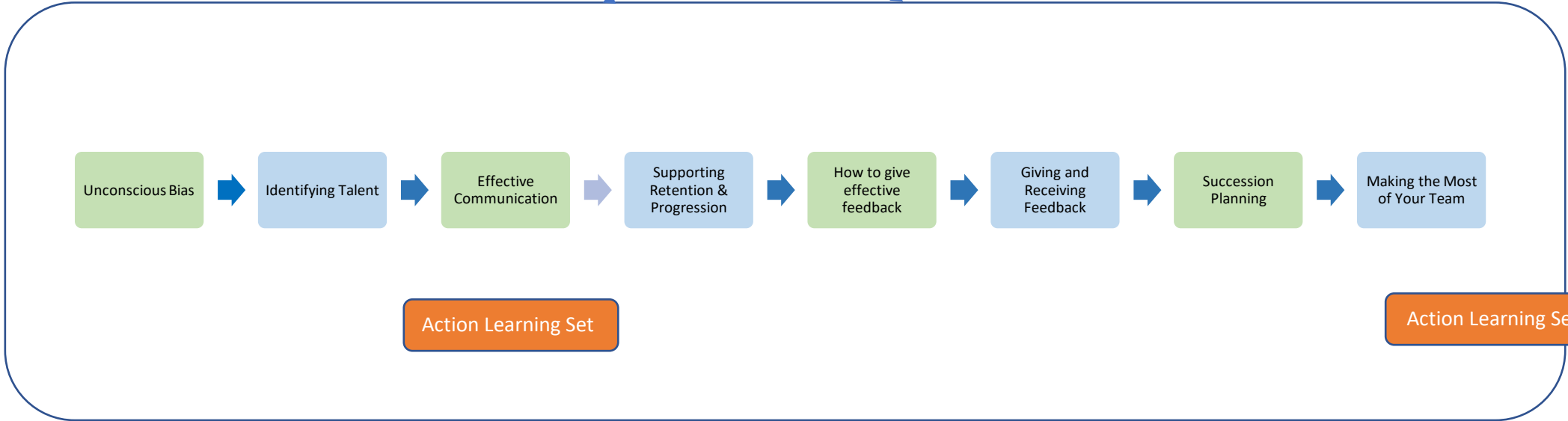
## **Action Learning Set by Liz Saunders**

Facilitated sessions to engage as a small working group, to reflect, share and work through challenges.

# The Structure



Coaching or Mentoring wrap around



## Key:

LLZ Module	■
Espresso	■

## The Facilitators



BRAP is a charity transforming the way we think and do equality. We support organisations, communities, and cities with meaningful approaches to learning, change, research, and engagement. We are a partner and friend to anyone who believes in the rights and potential of all human beings.

<https://www.brap.org.uk/home>

### **Dr Sandie Dunne, BA, MA, MSC**

Sandie is an Organisational Development Consultant, working with psychodynamic and systems approaches and accredited Coach, Henley Business School. Sandie has rich academic experience working on the Elizabeth Garrett Anderson programme in Cohort Tutor, Cohort Director, and Deputy Programme Director roles, EGA and GMTS, and as a visiting lecturer for the Tavistock and Portman NHS Trust MA in Consultation (D10)

**She has a Professional Doctorate in Leadership and Organisational Development ‘*Consultation and the Organisation*’, and her research thesis was on leadership and inclusion with a focus BAME leadership in the public sector.**

### **Meercat Consulting**

Alicia Pena, Chartered Counselling Psychologist

- PsychD in Occupational Health Psychology: Doctoral research “An exploratory study of the factors influencing individuals’ recovery and ability to return to work after experiencing stress, burnout, anxiety or depression.
- Experienced clinician working with individuals dealing with range of mental health problems, including trauma and burnout. Now working in the prevention of these conditions to contribute towards developing resilience.
- Current work developing psycho-educational programmes for university students plus the design and delivery of training for staff around support students balanced with self-care
- Wrote chapter on stress management in Coaching for Excellent book (4th edition available in the summer).

### **Liz Saunders Consulting**

Liz is an energetic and skilled leadership development and organisational development practitioner. She is passionate about development as a means of empowering teams and individuals to improve the quality of the services they provide. She has worked in the field for 14 years, principally within the health and social care sector but has also worked with clients in the third and private sectors. Liz is very experienced in creating innovative development design as well as delivery. She has worked with the 'flipped classroom' principle on a number of national projects for the NHS Leadership Academy and is as comfortable designing and delivering in the virtual environment as she is face to face.

Liz is experienced in working with individuals, teams, organisations and whole systems either in service of personal development or broader organisational/systemic goals. Her design and delivery enable participants to have brave conversations with themselves and each other, to develop confidence and competence in their leadership practice and lift their eyes beyond their day jobs to see the bigger picture. She has experience in working with the most senior teams however is passionate about developing emerging leaders and those operating in mid level roles to build their capacity, capability, resilience and ability to lead change.

Liz has a first class honours degree in English and Theatre Studies from the University of Warwick. She is accredited to use a range of psychometric tools including MBTI (step 1), Leadership Styles and Climate, Emotional & Social Competence Inventory (ESCI) and TalentQ. Liz is also a qualified Executive coach.