

## CREATING HEALTHY ORGANISATIONS: DIVERSE LEADERSHIP, INCLUSIVE TALENT MANAGEMENT

### RESOURCEFUL AND RESILIENT CHANGE MAKERS DEVELOPMENT PROGRAMME

#### 1. Introduction

The Resourceful and Resilient Change Makers Development Programme has been initiated as a direct result of the recommendations emerging from the June 2016 Innov8 Focus Group Report. This report was commissioned by the Yorkshire and the Humber Leadership Academy as means to understand the capability requirements of individual and teams responsible for implementing diversity and inclusion strategies across NHS organisation within the region.

The findings from the focus group report highlighted that the responsibility for delivering on diversity and inclusion objectives within organisations appeared to be limited to one or possibly two individuals. As a consequence, diversity and inclusion practitioners were often working in isolation and faced a number of challenges in the workplace, such as excessive workloads, lack of autonomy, support and co-operation from colleagues. It was concluded that the lack of shared ownership is likely to be one of the reasons why progress in this area has been slow.

Thus, a key recommendation of the focus group report is that diversity and inclusion practitioners should work as a team alongside HR, OD and L&D practitioners. As a collective this team should have shared responsibility for delivering the desired culture change. It is understood that to achieve this aim the requirements of all practitioners is considerable. Therefore, as a way of supporting the development of this group, the Yorkshire and the Humber Leadership Academy have commissioned the delivery of a bespoke development programme.

#### 2. Who Is This Programme Aimed At?

The Resourceful and Resilient Change Makers programme is aimed at anyone who has responsibility either explicitly or implicitly for promoting diversity and inclusion in the workplace. This can include practitioners from the diversity, inclusion, equalities, HR, OD, workforce planning, learning and development functions.

#### 3. The Capabilities of Resourceful and Resilient Change Makers

To have impact and achieve results practitioners need to have an **enhanced collaborative leadership style** with a range of skills and abilities that enable them to:

- Influence leaders and employees within an organisation to embrace diversity and inclusion

- Work collaboratively across the organisation to support the development of an organisational culture that nurtures support, respect, care and compassion between staff and patient/service users and between staff members and the management team
- Create a climate of shared ownership and accountability for delivering on diversity and inclusion objectives
- Understand different attitudes to change, what might drive these and how to influence people to embrace change more willingly
- Be able to align diversity and inclusion data gathering activity to the workforce strategy and vision
- Be able to present data in meaningful and engaging way

They also need to be **emotionally resilient** to effectively overcome resistance and setbacks during the change process. Within the context of increasing work and financial pressures facing the NHS they need to be able to train their mind to approach each day with a sense of **optimism** and **growth mind set**.

Optimism and a growth mind set will in turn enable the change makers to understand how they can leverage their respective talents and resources to empower themselves to fulfil their goals. Above all, this level of **resourcefulness** means that they will have the ability to cope with a difficult situation and make it a winning situation.

#### 4. Programme Structure and Delivery

The Resourceful and Resilient Change Makers programme is an 8-day modular programme which is delivered over four modules. Each module is 2 days in duration and will be held at venue within the Yorkshire and the Humber region.

#### 5. Underlying Approach to Programme Design

The design of workshops will be drawn from: -

- Theories, models and fundamental principles of Emotional Intelligence (EI) and how it can help us more effectively manage and influence key relationships and enhance our communication skills
- Theories, models and techniques derived from Applied Neuroscience to enable the regulation of emotions and stress and increase resilience and motivation
- Theories, models and techniques derived from the field of positive psychology to enable the development of optimism and growth mind-set

- Tools and techniques derived from Neuro Linguistic Programme (NLP) to help build rapport, influence and present ideas and propositions in a compelling way

## 6. Module Dates and Content

### **Module One - 14<sup>th</sup> & 15<sup>th</sup> November 2018: Understanding of Self and Building Resilience**

In this module we will take a neuroscience perspective to understanding how our emotions work and what impact they have on our behaviours. Specifically, we will also cover the following: -

- What happens when well-being goes wrong;
- What is our physiological response to stress and how we can use this knowledge to manage our stress response;
- Practice the use of techniques to manage emotional state and emotional regulation;
- Building emotional resilience.

### **Module Two - 5<sup>th</sup> and 6<sup>th</sup> December 2018: Connecting and Influencing Others**

In this module we will focus on building emotional intelligence capability to effectively connect and influence the people we work with so that you can enable the introduction of the desired culture change. Specifically, we will cover the following: -

- Neuroscience perspective to building and managing rapport;
- The development of empathy and how it relates to compassion and connecting with others;
- Connecting with others by reading non-verbal cues (understanding others maps of the world);
- How the understanding of extrinsic and intrinsic motivation can help you to have greater influence in the workplace.

### **Module Three - 16<sup>th</sup> and 17<sup>th</sup> January 2019: Team Working, Collaboration and Managing Conflict**

In this module we focus on developing understanding and skills to enhance team working and collaborative relationships in the workplace. Specifically, we will cover the following; -

- Characteristics of high performing teams;
- The role of psychological safety in team working;
- Managing differences and conflict in team working;
- Developing skills and capabilities to participate in meetings and discussion with impact.

## Module Four – 26<sup>th</sup> and 27<sup>th</sup> February 2019: Looking Forward and Leading with Impact

In this module we focus on developing the capabilities to lead and plan for change with impact. Specifically, we will cover the following: -

- A neuroscience perspective to focus and attention;
- Presenting the case for change with impact;
- The role of risk taking and optimism in decision making and planning;
- Goal setting and planning for action.

### 7. Want to take your interest further?

If you would like to find out more, Humaira Ashraf, who is delivering the programme, is holding two Skype calls on: -

	DATE	TIME
Call 1	10 <sup>th</sup> September 2018	10.00 a.m. to 11.00 a.m.
Call 2	10 <sup>th</sup> September 2018	14.00 p.m. to 15.00 p.m.

Please contact [amanda.reszczyński@hee.nhs.uk](mailto:amanda.reszczyński@hee.nhs.uk) for details. **Closing date for EOI / applications is FRIDAY 14<sup>th</sup> SEPTEMBER. Successful participants notified at the beginning of OCTOBER. The venue, to be confirmed, will be in LEEDS.**

We are particularly keen to take expressions of interest from interested organisations and not just individual registrations. Ideally, we believe there is value from supporting 2-3 people from a single organisation (a maximum of 16 on the programme) to attend this programme. This enables participants to begin working more effectively as a real world and real time change team for your organisation.

You'll also need to confirm that participants are available for all 8 days of the programme.