

Developing Diverse Leadership Programme Brochure

A partnership programme for aspiring Black Asian and Minority Ethnic leaders in the workplace where no one gets left behind, and everyone moves forward.



Inclusive leadership in the workplace



Organisational Development

Welcome to the Developing Diverse Leadership Programme

The Organisational Development (OD) team is delighted to bring you our brand new Developing Diverse Leadership Programme (DDL). This pilot Programme is aimed at Black, Asian and Minority Ethnic (BAME) aspiring leaders within Nursing, Allied Health Professionals (AHPs), Midwifery on bands 5-7 and their respective line managers. We aim to take the learning from this programme and extend it to other colleagues working across Leicester, Leicestershire, and Rutland (LLR). This is the latest addition to the Organisational Development suite of leadership workshops and toolkits on offer to support leadership development across the LLR Academy.

Why have we created this programme?

It is nationally recognised, there is a clear under-representation of leaders from Black, Asian and Minority Ethnic backgrounds at senior levels. Representation drops at Agenda for Change Band 8a (equivalent pay scale £47,126 - £53,215). For Nursing, AHP, Midwifery the drop is at Band 7 (equivalent pay scale £40,057-£45,839). As part of the NHS People Plan and People Promise, there is commitment to address a lack of diversity at higher bands/pay grades and recognition that we need to tackle some of the barriers that may exist such as institutional policies, recruitment practices, development opportunities and lack of cultural awareness including relationship barriers that may minimise opportunities towards progression.

Our aim is to ensure ...

- Participants have equal opportunity and access to development and career progression.
- Institutional barriers are addressed.
- Participants have the confidence, skills, and knowledge to be our leaders of the future.
- Cognitive Diversity is enhanced, leading to better outcomes for the communities we serve.

About the programme

This programme brings together **TWO** components of leadership development from established leadership programmes available from **Skills for Care** and the **Midlands Leadership Academy**.

For participants: This programme focuses on individual understanding of strengths and weaknesses and provides a variety of techniques to help overcome any personal challenges. It will focus on increasing confidence and self-belief, to allow individuals to grow and progress in their career. It will also explore barriers towards career progression and provide tools to promote a better understanding to help shape and influence individual career progression.

For line managers: This package of learning will develop leaders who are compassionate, lead with cultural appreciation and sensitivity and can facilitate inclusively to support social justice. The focus will be about what you 'do' as a leader to create a socially inclusive culture and not who you 'are' as a leader.

Note: Details of the modules covered in this programme for both participants and their line managers are outlined below.



How to get the most out of this programme?

Line Managers have a key role to play in helping their team member get the most from this programme by encouraging them to have productive conversations about potential barriers towards career progression. Furthermore, providing opportunities to explore these constructively and work collaboratively to address these i.e., stretch assignments that give the individual some exposure to areas that are beyond their immediate area of work (new networks, attendance of meetings etc.) including shadowing and mentoring opportunities.

Participants on this programme will be expected to take on a proactive role in seeking opportunities towards career progression to achieve their goals and ambitions as discussed and agreed with their line manager. They will also be expected to participate in networks and forums to share their learning across the system.

How long is this programme?

The duration of this programme spans over 6-7 months. Participants should be available for the Launch/induction and **all learning elements that make up this programme**; face to face and online workshops including e-learning modules. All participants will be expected to make time to complete any assigned tasks before and after their learning intervention. Note: This programme utilises the benefits of a blended learning approach to suit different learning styles. This will comprise of an online learning platform, Zoom and MS Teams **including 5 face to face half-days** – highlighted in teal).

Details of workshops

For Participants		For Line Managers	Proposed dates to be confirmed
Participants and Line Managers to attend Launch Event/Induction (face to face)			End of Sept/Oct
Introduction to Programme and Foundations for Success – Bicultural Competence, Lifelines, Learning Styles and Ways of Thriving in the Workplace		Workshop 1 - we will explore what 'otherising' means, we seek to appreciate difference and understand bias in all its dimensions and drivers. Learning to take an appreciative & positive approach we will use various models and tools to use your curiosity, to understand and emerge challenges around cross cultural dimensions and how to build a bridge of trust with others, with empathy and sensitivity.	
Online module 1	Bi-cultural competence and blocks and enablers to thriving in the workplace		Online Learning Platform
Group workshop 1 (Zoom) 13th October 9.30 – 4.00 pm	Introductions Success Groups Lifelines Learning Styles Equality Act – Unconscious Bias		Half-day 14 th October Note: please book out the whole day in your diary until your time slot has been allocated.
Action Learning Sets (face to face) for all Participants and Line Managers to attend			Half-Day 10th November 9.30 – 12.30

Leading and Managing in Uncertain and Complex Times and Career Anchors: Leadership and Management, Change Experience, Surfacing You and Career Progression		Workshop 2 - builds on the theme of understanding, to focus on communication and messaging and to be an active catalyst for an inclusive culture. We will explore how to recognise micro-aggressions, how to generate agency, supportiveness and allyship in others and how to be an active bystander through interventions. Developing the courage to lean into difficult situations, developing the skills for adaptive styles of communication and messaging are all themes of this workshop.	
Online module 2	Leadership and management		Online learning Platform
Online module 3	Career anchors		
Group Workshop 2 28th November 9.30 – 4.00 pm	Introductions Leadership and management Change Experience Surfacing You – Homework Activity Career Anchors and Progression Overcoming Limiting Beliefs Finding a mentor Reflection on 5 Strands and Action Planning		Half-day 2 nd December Note: please book out the whole day in your diary until your time slot has been allocated.
Action Learning Sets (face to face) for all Participants and Line Managers to attend			Half-Day 15th December 9.30 12.30
Cultivating Brand: Resilience, Personal Branding, Politically Savviness and Dreams for the Future		Workshop 3 - focuses on facilitating inclusively to support social justice and will help participants to build their understanding of the concept of social activism and explore change. It will also explore approaches in leveraging digital platforms to bring about positive change, whilst considering the diverse needs of our audiences. All of this can be considered and applied to the participants own context. Whether it's about your colleagues, patients, service-users, or carers, you'll learn, as inclusive leaders, how you can lead by example and develop a culture of appreciation for diversity and the challenges of also working in a virtual world.	
Online module 4	Resilient leadership		Online Learning Platform
Group Workshop 3 11th January 2023 9.30 – 4.00 pm	Introductions Open Café Senior Leaders Interviews Resilience Transformational Branding Politically Savvy Authority, Presence, and Impact Visioning Celebrating You - Your Story of Programme Reflection on 5 Strands and Action Planning		Half- day 16 th January 2023 Note: please book out the whole day in your diary until your time slot has been allocated.
Action Learning Sets (face to face) for all Participants and Line Managers to attend			Half-Day 31st January 9.30 12.30
Participants and Line Managers to attend the Launch Event (face to face)			Half-Day March

Note: as part of taking a proactive approach towards your career development, you will connect with BAME networks across the system and be prepared to share your learning with colleagues across the system.

Coaching or Mentoring

As part of the learning offered on this programme, you will have an opportunity to explore your career goals and have access to a qualified coach or a mentor via the Midlands Leadership Academy.

- Go to the Midlands Academy website <https://midlands.leadershipacademy.nhs.uk/our-offers/coaching-and-mentoring-2/> where you can follow the links to select either a coach or mentor. You will be able to view profiles and contact a coach or mentor of your choice dependent on what you are looking for.
- Remember that coaching and mentoring differ. One may be more suited to your needs than the other. We would advise you to refer to our definitions to help you to clarify the benefits of each for you <https://llracademy.org/coaching-and-mentoring/>
- Coaches registered on Midlands Leadership Academy will usually offer between 4-6 sessions
- As part of this programme, we recommend a minimum of 3 coaching sessions over 3 - 5 months.

Our expectations are ...

- At the beginning of your coach or mentor relationship, please share the goals you have identified for yourself during the programme
- You will take full responsibility for scheduling meetings.
- Commit to scheduled appointments and prioritise your learning needs.
- Follow up on actions agreed with your coach or mentor.
- Adhere to the coaching and mentoring guidelines set out within the LLR Academy and Midlands Leadership Academy.

If you are struggling to find a coach or mentor, or are experiencing any issues that concern you about the coaching relationship-note, please email the LLR academy at LLRAcademy@uhl-tr.nhs.uk and our System Coach Leads will do our best to support you.

We look forward to receiving your application.

For and on behalf of...



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Associate Director of Systems Leadership and OD



Caroline Trevithick (Executive Sponsor)
Executive Director of Nursing, Quality and Performance & Deputy Chief Executive
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UHL Organisational Development Specialist

Frequently asked questions

1. How do I apply for this programme?

In the first instance, speak to your line manager and let them know you are interested in applying for this programme and share this. Following this, book some time in to complete the joint application and agree whether you will do this together or separately (participant first and then line manager). Check that you can both attend all the learning components assigned to this programme and save the dates in both of your calendars.

2. How many places do you have on this programme?

In total, there are 80 places: 40 places for participants and 40 for their line managers.

3. Who can apply for this programme?

This pilot programme is aimed at Black, Asian and Minority Ethnic colleagues (BAME) within Nursing, AHP, Midwifery on bands 5-7 and their respective line managers.

4. I am interested in applying but do not meet the criteria. What do I do?

Log on to the LLR Academy web pages to access other opportunities. Note: We aim to take the learning from this programme and extend it to other colleagues across Leicester, Leicestershire and Rutland system (LLR) once the pilot is complete and funding is secured.

5. What do I do if my line manager is not keen to participate on this programme?

We recommend you spend some time together to explore reasons why. If there are underlying issues that could be potential barriers to you applying, we suggest you contact your in-house sponsor. The in-house sponsor is a neutral party that can assist to address potential blockers and suggest ways forward i.e., preparatory steps prior to attending the programme, signposting to other forms of development for both parties. The best course of action will be determined to support you.

6. What if I am not successful in being shortlisted for this programme?

We have factored in the possibility that the programme may be oversubscribed and have put together some CPD modules that will be made available to you to help you progress in your career. You can also apply to access a coach/mentor via the Midlands Leadership Academy/Leicester, Leicestershire Rutland Academy. In addition, you will also have access to any CPD provided by BAME networks.

7. How do I find out if I have a place on the programme?

You will be sent an email a few weeks after the shortlisting has been completed to let you know if you have been successful in securing a place on the programme.

8. What is expected of me on this programme?

- You will be expected to complete all the taught modules via MS Teams or Zoom.
- Complete all the e-learning modules (you will receive instructions on how to access a visual learning platform).
- Attend all the action learning sets and be an active participant.
- Attend the launch/induction event including the celebration event.
- Work collaboratively with your line manager including participants on the programme.
- Participate in any evaluation/impact activities to capture the learning from the programme.

9. Where will workshops take place and how long for?

The majority of the workshops will take place online however, the action learning sets including the launch/induction event and celebration event will be face to face. We will provide you with details nearer the time.

Some guidance for Line Managers to help participants get the most out of this programme.

As a line manager you have a key role to play in helping your team member get the most from this programme by encouraging them to identify their strengths and build on these throughout the programme so that they can perform to the best of their abilities and achieve their career goals.

Here are some things we suggest you do:

1. Prior to attending the induction

- Have a meaningful conversation with your team member about their goals and aspirations and revisit their learning objectives for this programme.
- Support your team members to carefully plan and prioritise their immediate and longer-term learning and development requirements over a period of 12 months to tie in with their next appraisal discussion.

2. Attend the induction

- Support your team member by attending the launch/induction event to find out more about how you can best work together and transfer some of the learning back into the workplace.

3. During the programme

- Schedule in regular conversations with your team member to review your learning experiences and agree actions on how you both want to progress these.
- Encourage your team member to reflect on how they have transferred what they have learnt on the programme towards managing their career aspirations.
- Help the individual to prioritise their time at work to make sure all the workshop events selected are attended.
- Create opportunities for your team member to apply the learning especially where current responsibilities may not lend themselves for direct application.

4. Towards the end of the programme

- Have a meeting to consider the impact the programme has had on both of your learning from a personal and organisational perspective.
- Agree a strategy on how you will work together to manage talent management and career progression for Black, Asian and Minority Ethnic colleagues within your organisation and across the system.