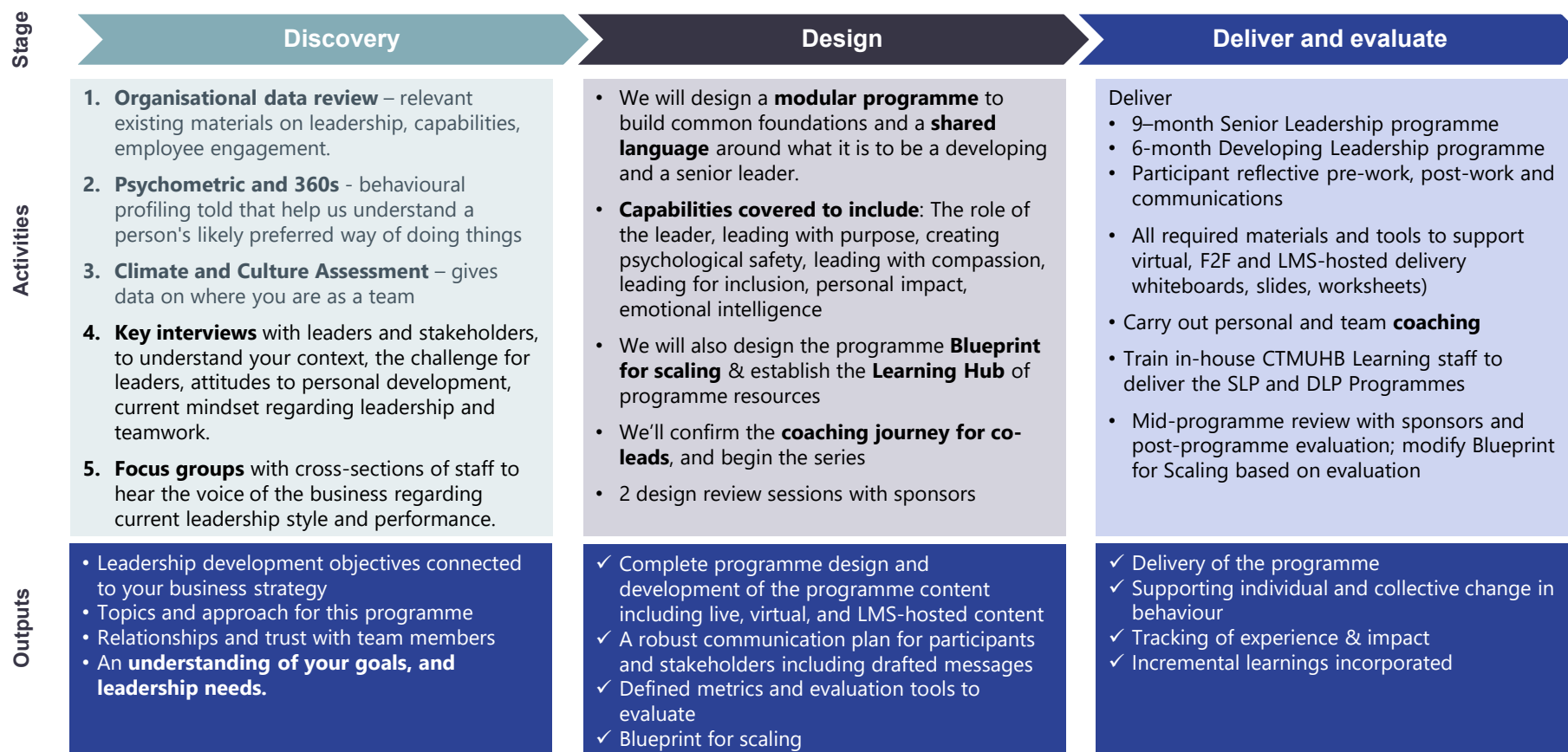


People and Culture Committee Update 11 May 2022

- Why invest in Leadership Programmes
- How we approached it
- What we are designing
 - Programme content
 - Participant Journeys
- Programme registrations
- Participant Progression
- Evaluation
- Risks
- Mitigating Actions



Our Approach



Programmes Overview

Ignite

For **all leaders and managers** at CTM

Ignite will equip leaders and managers at CTM with the **core skills** they need to be effective in their roles, through exploring some of the fundamental theories and concepts that underpin great managers at Cwm Taf Morgannwg

Aspire

For **developing leaders** in the early stages of their leadership journey.

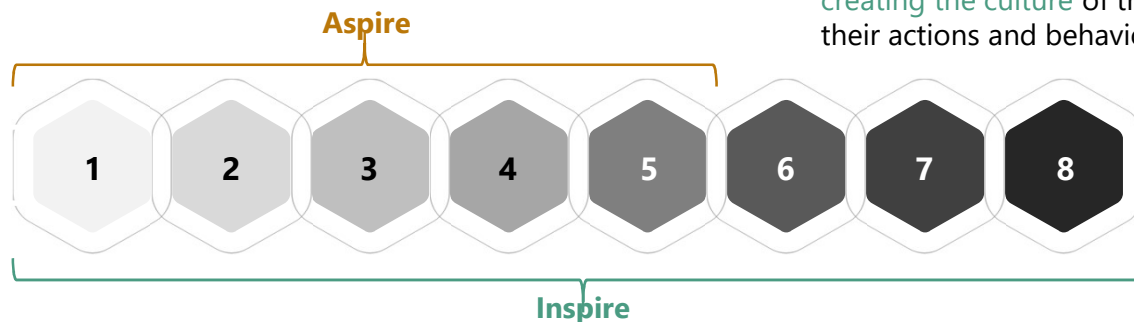
Aspire will build on the foundations of great management, enabling leaders to **move beyond managing toward leading** their team with impact and influence.

Inspire

For **senior leaders** with considerable experience of leading large and complex teams.

Inspire empowers through exploring what it means to **lead large and complex areas** within the healthcare system, to **collaborate with leaders** across the system, and what their role is in **creating the culture** of the organisation through their actions and behaviours.

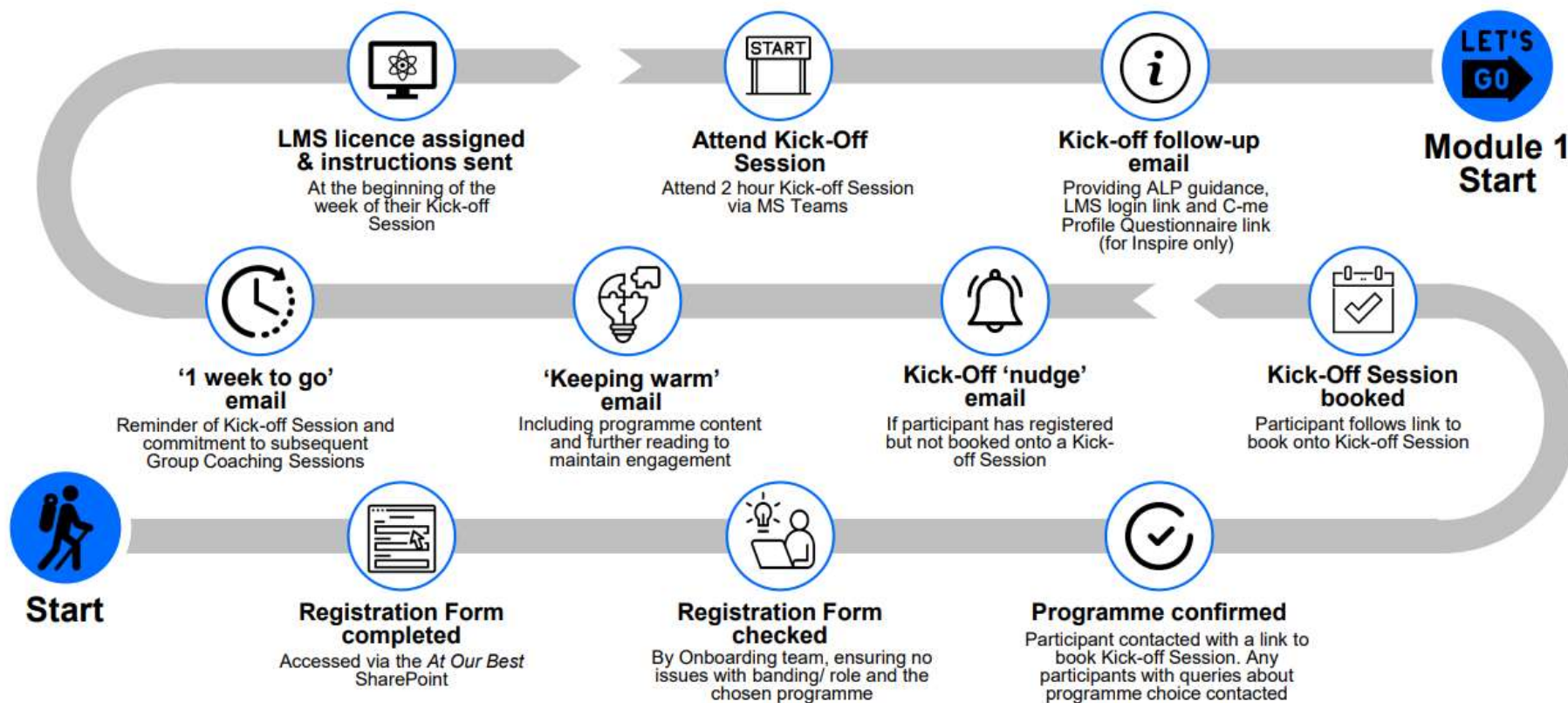
Modules:



Module and Indicative Content

#	Module (1-5* <i>Aspire</i>) (1-8 <i>Inspire</i>)	Learning outcomes <i>This module will enable you to...</i>	Session 1 Spark, reflect and notice	Session 2 Input and sense-make	Session 3 Share, ask, commit. Meet in Coaching Group	Session 4 Try, reflect, go again. Meet in S&C Group
-	(In comms or Kick-off)	•	<ul style="list-style-type: none"> Existing NHS models, our Discovery themes, hence learning outcomes, CTM values and behaviours Brief C-Me survey to be completed before M1S1 Frame Action Learning Projects – participants go away and define 			
1	Knowing yourself, inside and out	<ul style="list-style-type: none"> <i>Become aware of your preferences</i> <i>Assess the impact of your behaviour on others</i> 	<ul style="list-style-type: none"> Debrief C-Me report(<i>Inspire</i>) Intro to C-me colours (<i>Aspire</i>) 	<ul style="list-style-type: none"> Johari window Get 360 feedback 	<ul style="list-style-type: none"> Reflect on C-me and 360 1-2 actions to begin Changing habits 	<ul style="list-style-type: none"> Build internal and external self-awareness Share and confirm Action Learning Projects
2	Leading at your best	<ul style="list-style-type: none"> <i>Sense the value of leading</i> <i>Reconnect to your motivations</i> <i>Identify personal barriers in leadership</i> 	<ul style="list-style-type: none"> Your experience of leaders My beliefs relating to work My connection to our mission 	<ul style="list-style-type: none"> How we add value as Leader-Manager-Operator Track your time (L-M-O) 	<ul style="list-style-type: none"> Shift to leading, let go of controlling 	<ul style="list-style-type: none"> Fears, barriers and self-doubt about leading
3	Appreciating difference and including others	<ul style="list-style-type: none"> <i>Act in ways to help others feel they belong</i> 	<ul style="list-style-type: none"> Personal circle of trust What do you know about x? What do they not know about you? 	<ul style="list-style-type: none"> Business case for Belonging SCARF and wellbeing impacts Understanding DEI&B Inclusive leadership cycle 	<ul style="list-style-type: none"> Meet someone new Ask someone for help Get feedback (survey) 	<ul style="list-style-type: none"> What I discovered, themes How it felt to 'include'
4	Developing the best in others	<ul style="list-style-type: none"> <i>Adjusting style to the needs of the situation</i> <i>The responsibility for developing people, and how to</i> 	<ul style="list-style-type: none"> How you like to be lead? Who helped you learn? How are you lead? How does that feel? Ask others their preference? 	<ul style="list-style-type: none"> Intrinsic (vs Extrinsic) motivations Leadership styles Empowered delegation Followership Developing a growth mindset Giving, receiving and responding to feedback Storytelling 	<ul style="list-style-type: none"> Know your default Use deliberately Get feedback Role modelling 	<ul style="list-style-type: none"> Personal challenge Benefit to others
5	Inspiring excellence and unlocking ownership	<ul style="list-style-type: none"> <i>Stretch people towards(adult) ownership of their work</i> 	<ul style="list-style-type: none"> What do Helplessness and Ownership look like? Where do you see this? 	<ul style="list-style-type: none"> Coaching as a style Feedback conversations Holding to account 	<ul style="list-style-type: none"> Ask for feedback Give feedback 3 times('monkey' stays with them) 	<ul style="list-style-type: none"> How it felt holding ownership with them
6	Leading through others	<ul style="list-style-type: none"> <i>Inspire and mobilise action beyond your own efforts</i> 	<ul style="list-style-type: none"> Personal network map Attitude to networking 	<ul style="list-style-type: none"> ABCD influencing model Conflict resolution (T-K) Narrative and context T-shaped leadership 3 professional networks 	<ul style="list-style-type: none"> Build alliance beyond your area Map personal networks 	<ul style="list-style-type: none"> Success in networking and creating alliances
7	Creating readiness for change and managing ambiguity	•	<ul style="list-style-type: none"> Personal change – emotions Reactions to org change now 	<ul style="list-style-type: none"> Emotional change curve Leadership behaviours through change 	<ul style="list-style-type: none"> Map people to curve Adapt behaviour to suit 	<ul style="list-style-type: none"> Personal 'immunity' mapping
8	Pushing boundaries and leading Improvement in CTM	•	<ul style="list-style-type: none"> What will enable me to drive innovation? Innovation slider 	<ul style="list-style-type: none"> Critical thinking – using data to drive change Creative thinking Design thinking – ideas generation System leadership 	<ul style="list-style-type: none"> Digital tools in the NHS 	•

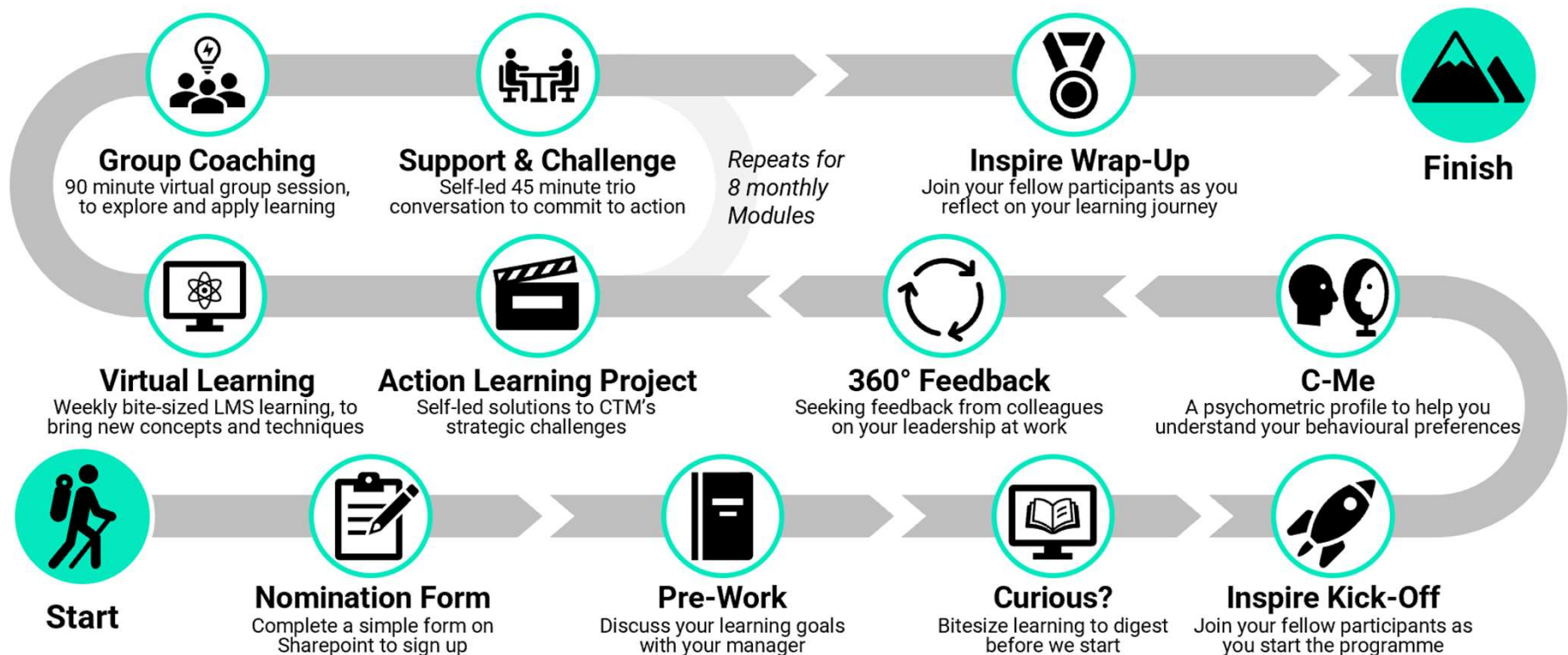
On-boarding Journey for Aspire & Inspire



Inspire Participant Journey

Inspire modules follow the same rhythm as Aspire with a some additions...

As you can see below, the Inspire journey is longer and covers **8 modules** to enable participants to explore leadership and behaviour change more in depth, and to **focus on leadership at a system level**. The overall participant journey and they key components of the programme they will experience are illustrated below:



Programme Duration:
9 months



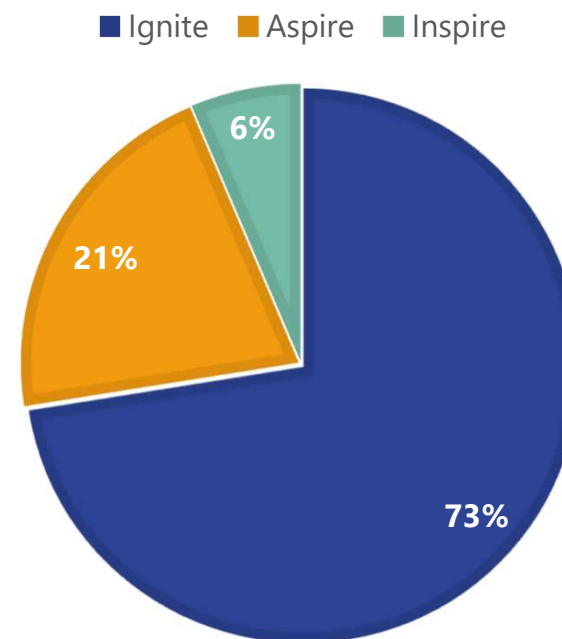
Effort per Month:
5 hours

Programme Registration

Programme	Number of registrations
Ignite	556*
Aspire	162
Inspire	49
Total	767

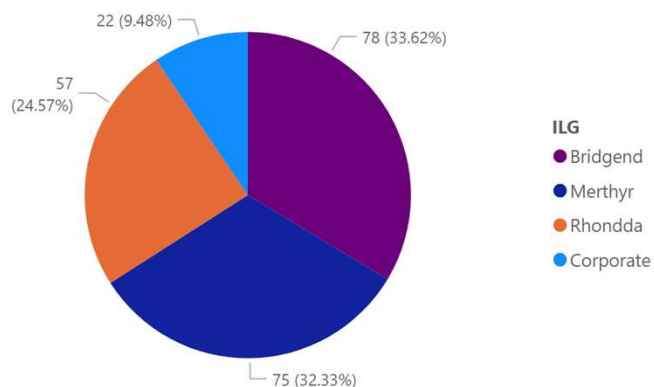
* This included Registrations for the old Management Essential programme. From re-launch of Ignite there has been 217

TOTAL REGISTRATIONS

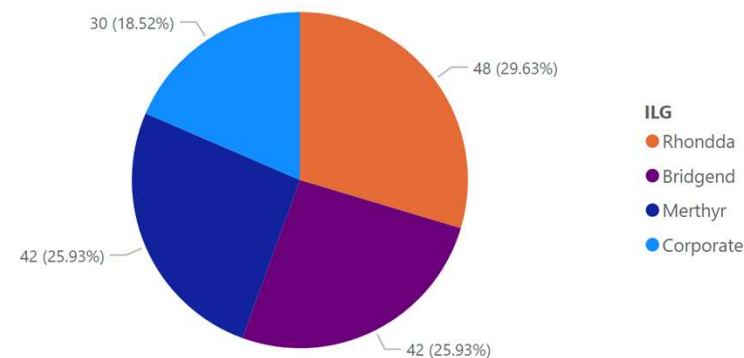


Registration by Programme

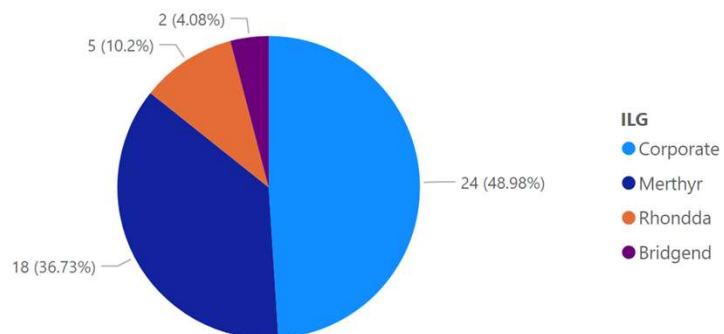
Ignite by ILG



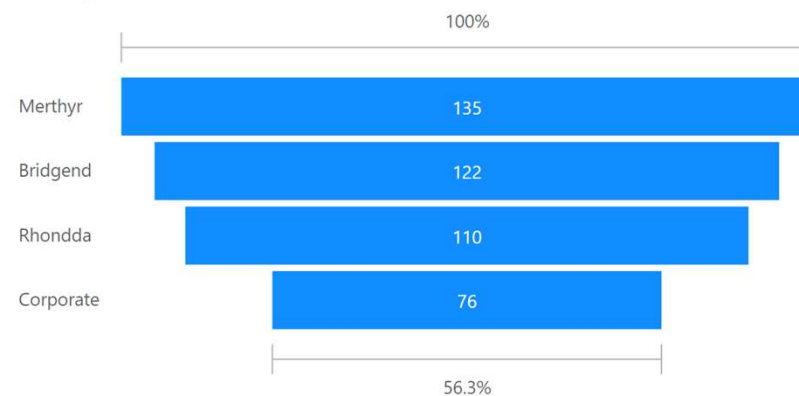
Aspire by ILG



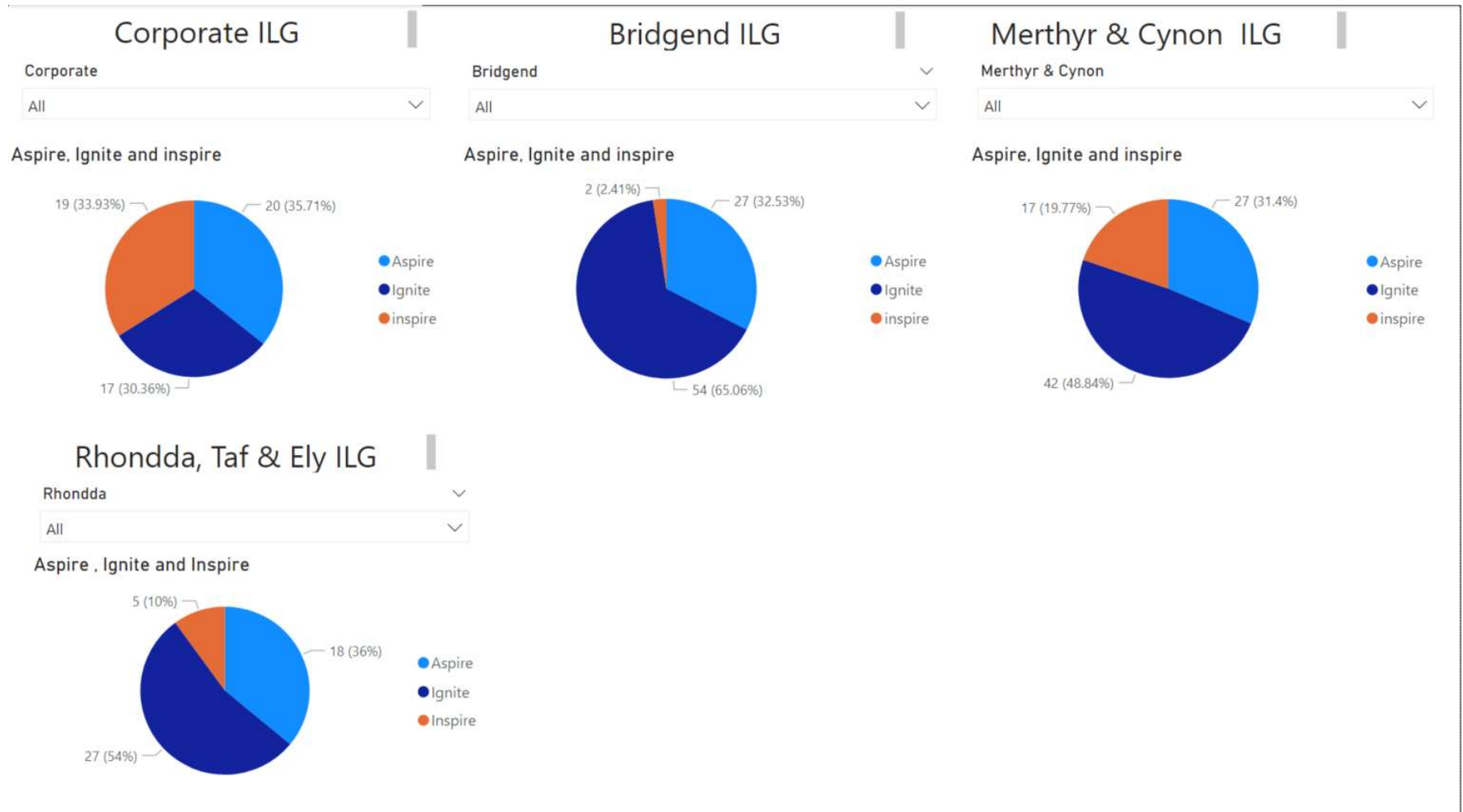
Inspire by ILG



Total by ILG



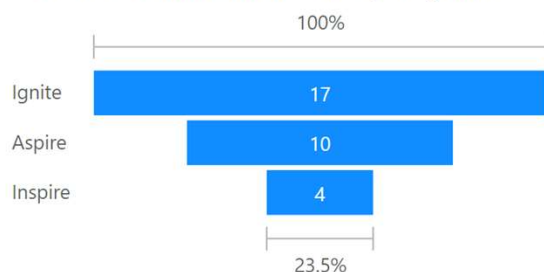
Registration by ILG



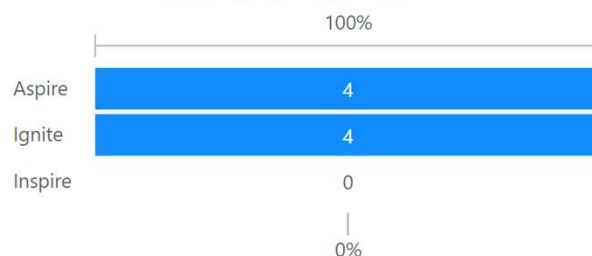
Registration by staff group

Break down By programme & Staff Group

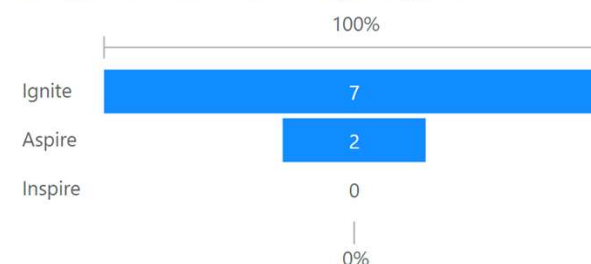
Add Prof Scientific and Technic by Programme



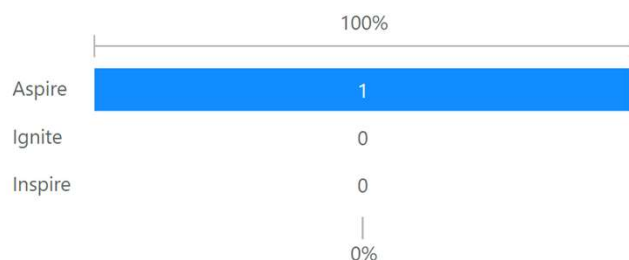
Estates and Ancillary by Programme



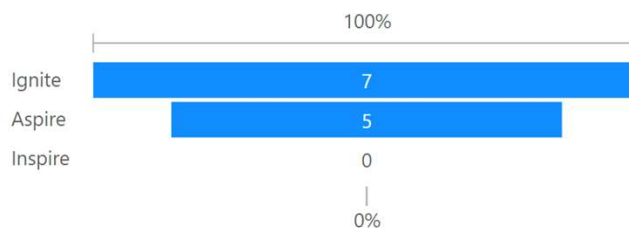
Additional Clinical Services by Programme



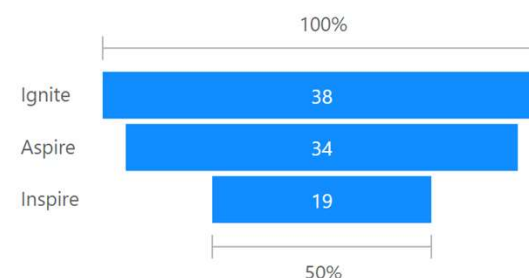
GP by Programme



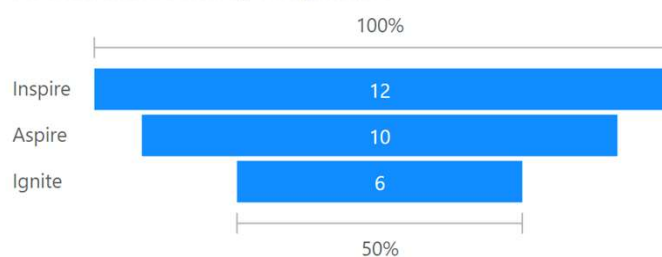
Healthcare Scientists by Programme



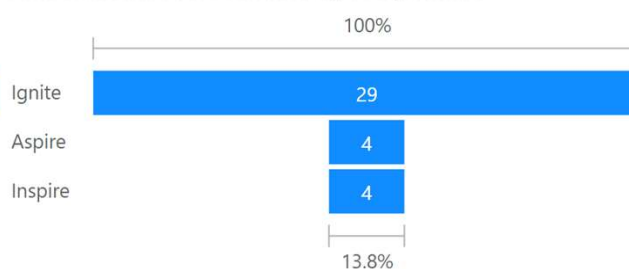
Administrative and Clerical by Programme



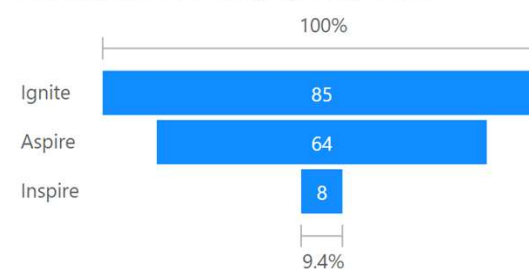
Medical and Dental by Programme



Allied Health Professionals by Programme



Nursing and Midwifery by Programme



Kick-off Session Registration

Breakdown:

ASPIRE

- **Tuesday March 22: 12 seats of 12 booked**
- **Wednesday March 23: 12 seats of 12 booked**
- **Thursday March 24: 12 seats of 12 booked**
- **Tuesday April 19: 12 seats of 12 booked**
- **Wednesday April 20: 12 seats of 12 booked**
- **Thursday April 21: 12 seats of 12 booked**
- **Tuesday May 17: 12 seats of 12 booked**
- **Wednesday May 18: 12 seats of 12 booked**
- **Thursday May 19: 12 seats of 12 booked**
- **Tuesday June 14: 12 seats of 12 booked**
- **Wednesday June 15: 9 seats of 12 booked**
- **Thursday June 16: 3 seats of 12 booked**
- **Tuesday July 12: 2 seats of 12 booked**
- **Wednesday July 13: 0 seats of 12 booked**
- **Thursday July 14: 0 seats of 12 booked**

INSPIRE

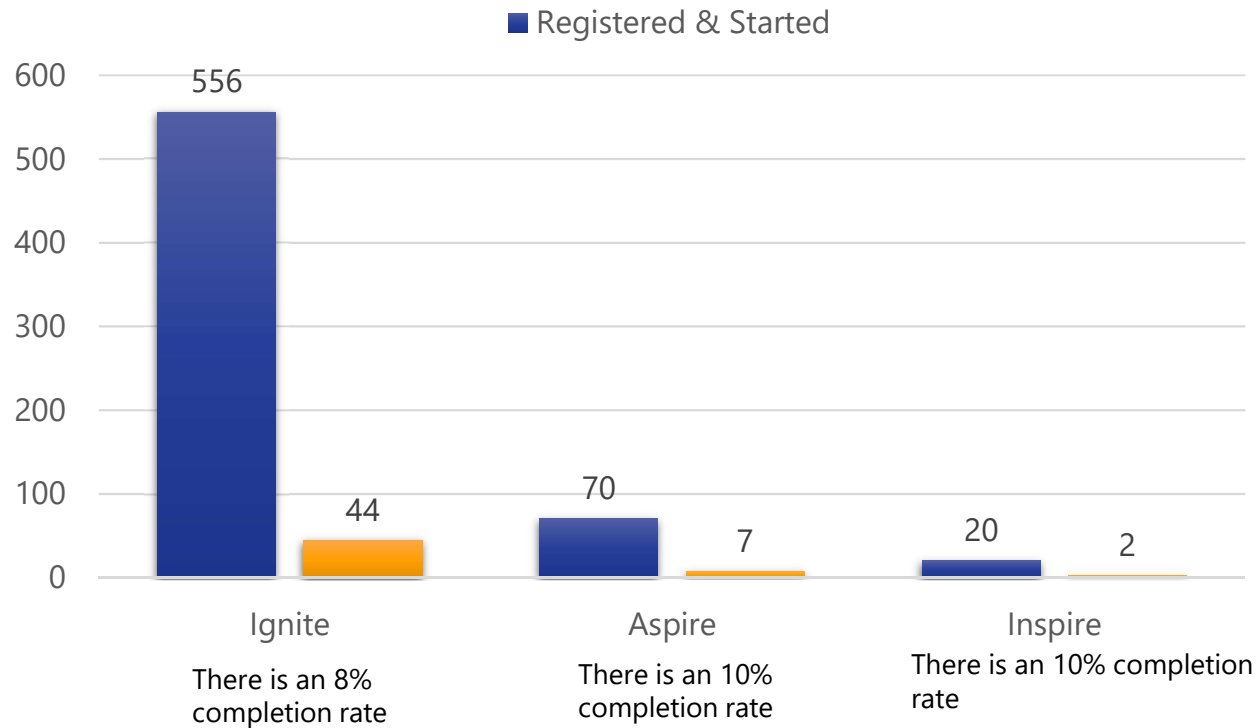
- **Tuesday March 15: 9 seats of 12 booked**
- **Thursday April 14: 10 seats of 12 booked**
- **Tuesday May 10: 5 seats of 12 booked**
- **Tuesday June 9: 1 seats of 12 booked**

* **Fully booked**

* **6 or more seats booked required to run a cohort**

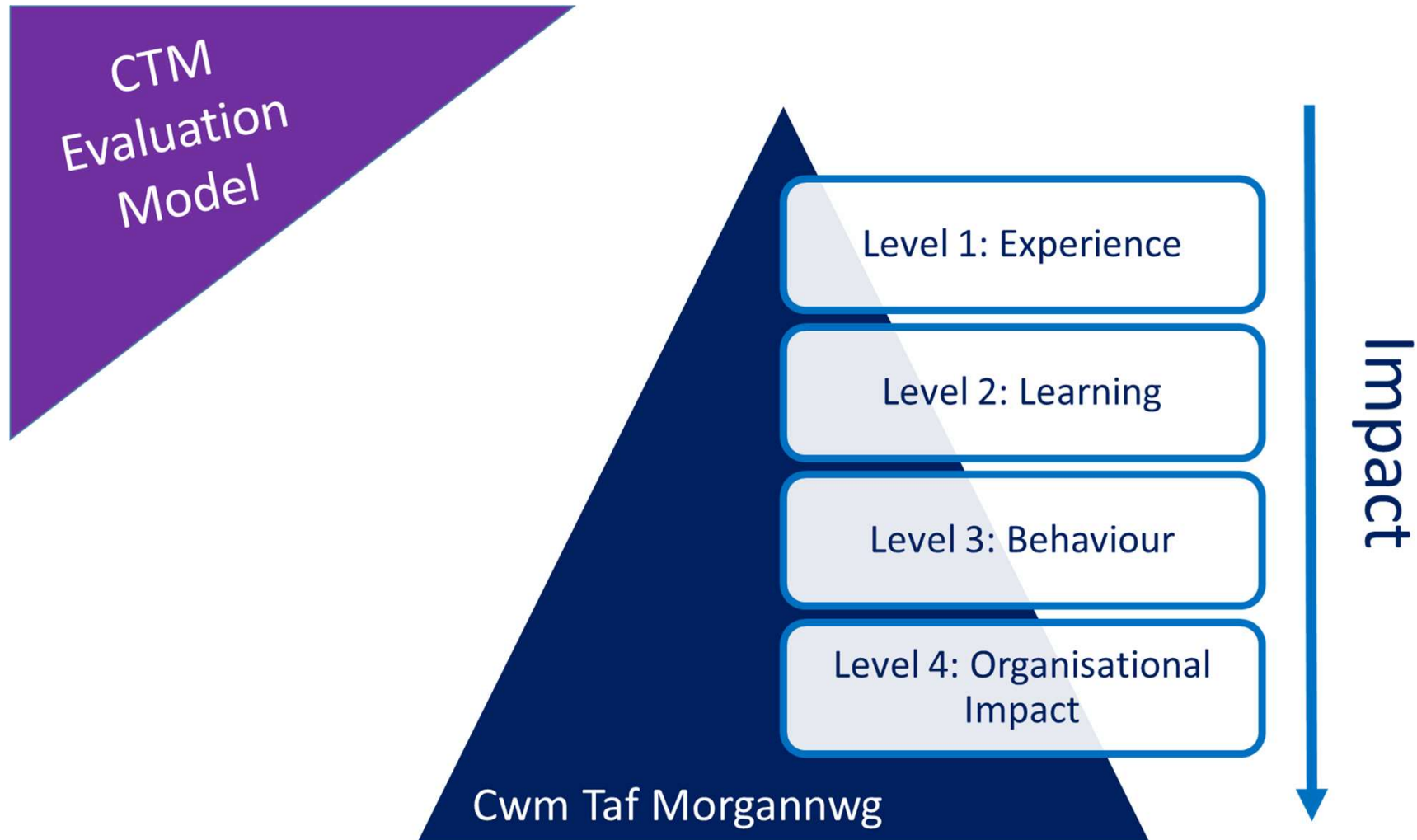
* **Less than 6 seats booked makes the cohort unviable to run**

Participant Progression



Out of the 20 who have started, there is only 11 who have completed the C-Me reports a 55% completion rate

Evaluation



Aspirations for the Programme ...

"I'm really keen to be part of the CTM leadership course and really take leadership within CTM forward."

"I want to be the best I can and empower junior staff to be the best they can be,"

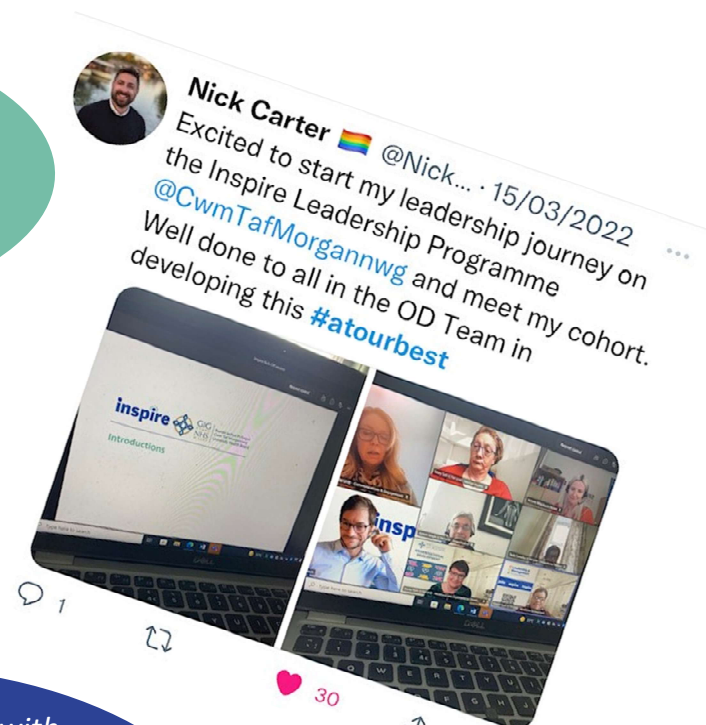
"I'm really looking forward to what I can gain from this course personally, but also what we can share and learn from each other."

"Very keen to sort of throw myself into CTM and totally subscribe into our CTM values and behaviours."

"A lot of me signing up for this course was also about connecting with other leaders."

"Really keen to meet with colleagues... and connect and be part of the leadership movement that I know is the aspiration for our organisation to make CTM a great place to work or to be treated or to receive care and services."

"To try and learn more about how I can improve as a leader and specially given the challenges facing."



Kick-off Session Menti Survey Data

Q. How confident do you feel about your effectiveness as a leader at the start of the programme

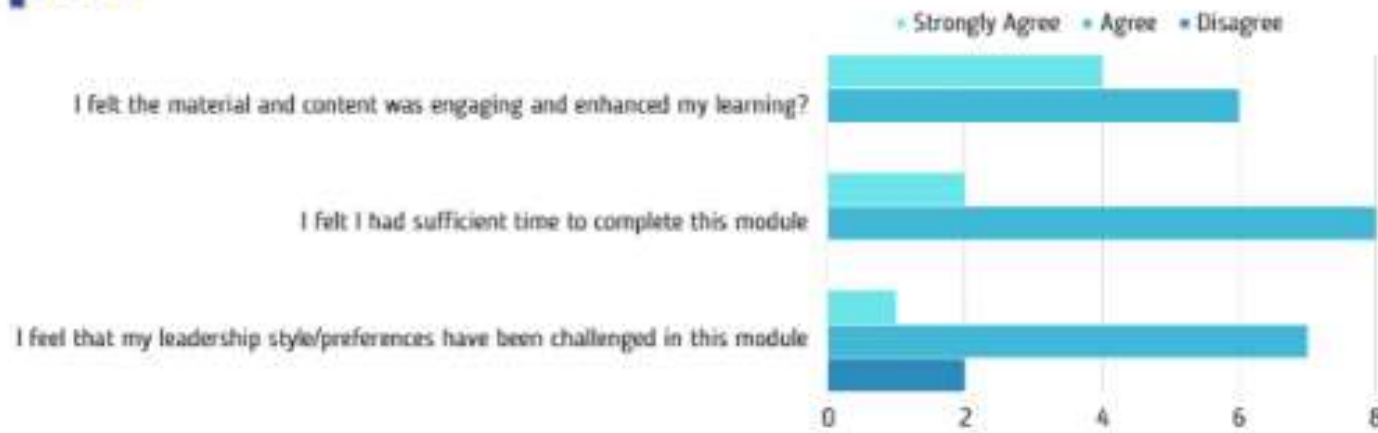


Feelings at start of Programme

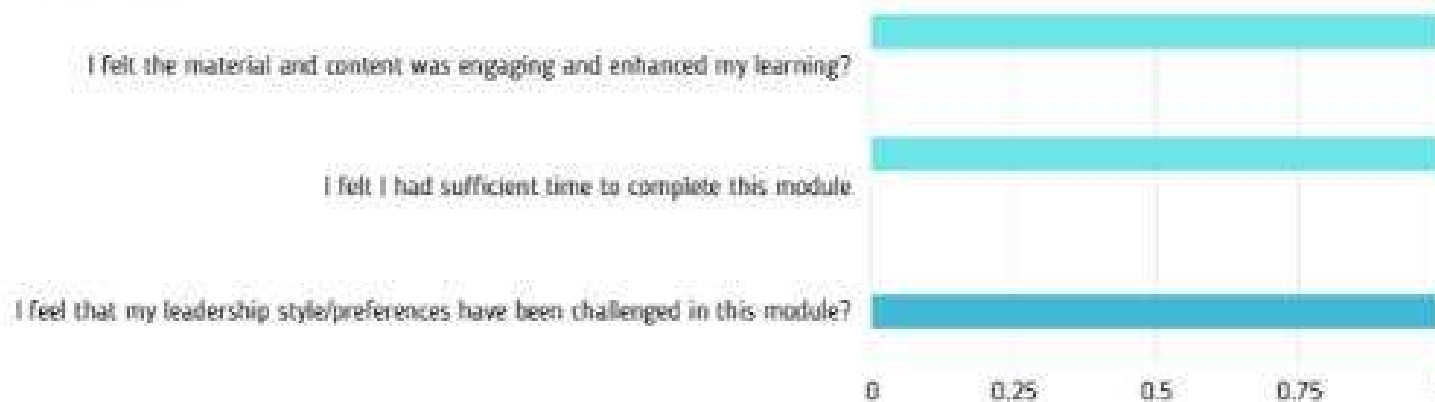


Module 1 feedback

aspire



inspire



Programme Risks

- **Low senior sponsorship leading to:**
 - Lack of engagement
 - Lack of protected time for staff to participate
- **Lack of engagement leading to:**
 - Low registration numbers (Ignite in particular)
 - Cohorts not having viable numbers (min 6 people required)
 - Low completion rates
- **Dependency on Learning Facilitators for each cohort to run leading to**
 - Rescheduled or cancelled events
 - Poor participant experience
 - Disengagement

Mitigating Actions

- **Increase engagement activities (local drop-in sessions)**
- **Seeking Executive Sponsorship**
- **Explore options to move from virtual environment to face to face**