

‘Positive Action in the NHS’

- Harpal Dhatt



The Leadership Empowerment through Achieving your Potential (LEAP) Programme

LEAP™ – The transformational programme helping you to springboard your career to a great height and with a great force



HARPAL DHATT 'NO GLOW' TO GLOW AT WORK



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I'm proactive, love talking to people at any level in an organisation, to enable them to make transformational changes. If you want to find out how you can Glow At Work contact me at harpal@glowatwork.com

◀ ORGANISATIONS ▶

Create a culture where talent & potential is unleashed; where you give your all and feel connected.



How do we increase performance?

How can our people help us grow?



↑ Glow at Work started to work with us here

Confucius on Leadership

John Adair



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*“Leadership is done from in front. You shouldn't show others the way unless you are willing to go there with yourself. A leader says ‘Come on’, not ‘Go on’. **Without example, leadership lacks moral authority.***

Leading from in front wins more than respect - it eventually attracts love. And love is true power. As Huainanzi wrote in a classic Taoist text:

In ancient times good generals always were in the vanguard themselves. They didn't set up canopies in the heat and didn't wear leather in the cold; thus they experienced the same heat and cold as their soldiers.”



The most recent published survey found that though BME nurses make up 19 per cent of the nursing workforce in England, in 33 of 50 organisations surveyed, BME nurses accounted for fewer than 5 per cent of all band 7 nurses and in 19 organisations, there were no BME nurses at band 8. (Sprinks, J. 2014)



Dr Vivienne Lyfar-Cissé
Chair
NHS BME Network

 **NHS BME NETWORK**
CONFERENCE 2015



In 2008 the South East Coast BME Network published the first ever *Race Equality Service Review* of NHS organisations. The report which was shared exclusively with the Health Service Journal (*HSJ*) showed that for the NHS organisations in the South East Coast region BME staff faced difficulties getting jobs, were disproportionately represented on all Human Resource policies and procedures, were over-represented at payband 5 and under-represented at the higher paybands and Trust Boards . It is a fact that all subsequent race equality reviews, including the publication of *snowy white peaks* last year, have shown that very little has changed in the interim.

A decorative graphic at the bottom of the slide consisting of several dark red, pointed shapes radiating from a central point, resembling a sunburst or a fan.
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The arrival of the Windrush helped to mark a new chapter in both the birth of our NHS and the growth of multicultural Britain. However seven decades later our black and ethnic minorities are still under-represented at senior levels in the NHS workforce. We hope this event will also provide us with an opportunity to examine the challenges we currently face to address this, as well as highlighting the progress that we are making on this important agenda.

We hope that you can join us.

RSVP to: <http://www.events.england.nhs.uk/nhs-england/588>

Yours sincerely,

Simon Stevens

Chief Executive, NHS England
Chair, Equality and Diversity Council



Gratitude to the people who believed in me & said YES at H&F PCT



- Grace Vanterpool
- Yohannes Fassil
- Mike Wood
- Andrew Duguid
- Jeff Zitron
- Claire Holloway
- Chris Townley

Participants in NHS at CLCH



Hidden Talent



- Identified talent from bands 2-7
- Untapped potential
- Same role for 6-10 years
- Motivation & potential is high



Principles of development



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- giving honest and constructive feedback
- sharing the latest evidence based practice of what works
- compassion and care for each individual and what they require and adapting to the person
- giving opportunities to practice management and leadership skills during the programme
- involving the SMT to see the individuals at the end of the programme talking about the programme and presenting their work
- taking responsibility for their learning, finding their own mentor and this could be more than one person.
- learning from everyone, having all races and genders being part of the programme
- role models, inviting guest speakers with more experience of leadership, trainers from different races and genders.
- 5 days can be enough, it does not need to take a year!
- tailored facilitated learning, where trainers care about the person even after the workshop and coaching.
- learning that is fun, challenging and stretches people.
- just the right amount of content so there is flexibility to work with what is in the room.
- using a measure before and after to evaluate learning and application.

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The Leadership Empowerment programme was a runner up in the **HPMA 2012 Excellence in HRM Awards: Healthcare Performance award for best coaching or personal development strategy.**



The **LEAP Programme** is based on the THRIVE principles:

- **T**ailored to your needs
- **H**igher progression
- **R**esults
- **I** take responsibility
- **V**alues
- **E**mpowerment

The main objectives of the **LEAP Programme** are:

- development of leaders
- identification of mentors
- creation of online networks
- development of participants' skills and proactive behaviours.

Programme structure

The **LEAP Programme** is an intensive, six-day course which is spread over two months. Below is an outline of what the participants will be doing during the programme.



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Pre-programme work

- Complete a personality psychometric profile and discuss strengths and development areas with a personal coach (both as part of a team and as a leader)
- Understand your leadership style and progressive career behaviours from our tailor-made 360-degree feedback report

1:1 feedback and personalised coaching

- Work with a coach to develop an action plan, which forms a crucial part of ongoing leadership and career development
- Work with a coach to tailor the programme to your specific needs and aspirations to maximise the benefits of the programme

Workshops 1–5

- 1 Introduction to LEAP** – personal branding, presentation skills, proactive behaviour, personality profiling and high-performing team behaviours
- 2 Personal power and influence** – enhance your communication, influencing and problem-solving skills
- 3 Career progression** – explore work values and beliefs, barriers to development, achieve your career aspirations, and plan for your career
- 4 Empowering presentations** – present improvement ideas and project plans to senior managers to increase organisational performance
- 5 Planning for future successes** – overview of insights from the programme to prepare you for the challenges ahead. Guest speakers share their leadership and career development stories to motivate you in your career

Method



Measures

- Qualitative comments
- **Political Skill** (Ferris et al, 2005)
 - Included measure of networking
 - Predictor of career success
 - Political skill 'deficiency'
- **Leadership style** (Bass & Avolio, 1995)
- **Proactive Behaviour** (Bateman & Crant, 1993)
- **Career self-efficacy** (Greenhaus et al. 1990)
 - Predictor of career goals and outcomes
- **Career satisfaction** (Heslin, 2003)



To determine the effectiveness of the LEAP a multi-method review of the programme was conducted. Surveys were used to collect information from participants and those who they worked with (including direct reports, peers/colleagues and managers) both before and after their participation.

Findings indicated that the LEAP met a number of development needs identified by participants:

- Influence Skills
- Networking and Relationship Building
- Communication Skills
- Leadership Skills
- Confidence

The LEAP was also successful in enhancing a number of skills that have been identified as important for career progression:

- Leadership style
- Political skills
- Proactivity.



Evaluation Strategy

To demonstrate the effectiveness of the LEAP programme and identify areas for continuous improvement the evaluation focused on two areas:

Does the programme meet the development needs of participants?

Does the programme enhance skills that are important for career progression?

The evaluation relied on a mixture of qualitative and quantitative information from 61 participants and those who work with them (264), including colleagues, subordinates and managers via a 360-development review process (the average number of raters per participant was 5.5). This information was collected at two time points; three weeks before the start of the LEAP programme and three weeks after participants had completed the programme (12 weeks later).

Information Sources

Pre-programme self-evaluation questionnaire:

This asked participants to rate themselves on a number of different skills and outcomes, which have been identified as important for career progression and leadership

- Leadership styles
- Political skills
- Proactive behaviour
- Career-related confidence
- Career satisfaction

Additionally, participants were asked to identify what they perceived as their own development needs and what they wanted to achieve from the LEAP programme.

Pre-programme 360-development review questionnaire:

Anonymous feedback was collected from participants' direct reports, colleagues and managers on similar measures to the self-evaluation questionnaires to allow comparison.

- Leadership style
- Political skills
- Proactive behaviour

Raters were also asked to provide comments on the strengths and development needs of participants.

Post-programme questionnaires:

The self-evaluation and 360-development review questionnaires were repeated 12 weeks to assess any change in these skills and career outcomes. Qualitative comments were also collected which related to

- How participants had developed during the 12 weeks
- Perceptions and feedback of the LEAP programme
- Suggestions for any improvements.

Meeting Development Needs

The overwhelming majority of participants and their raters said they had achieved improvements in the learning objectives identified. This means the LEAP enables participants to make a significant impact on their teams and it equips them with the skills to better progress in their career.



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Influence Skills

“The organisation has benefitted from me taking part in the programme because I feel more confident to influence colleagues and other disciplines to ensure that we provide the best care to the patients.”

“I have networked more with other colleagues and people of influence in the organisation in order to get ideas across and things changed.”

“Her confidence, when speaking to a group of people, addressing various issues, has improved...There is definitely a difference in her body language and projection in speech. This can make an important difference in attempting to influence and bring around individuals to a particular point of view.”

Networking and Relationship Building

“I am more aware of the power of networking and achieving goals”

“It encouraged me to realise the importance of networking, I had no idea just how life changing linkedin could potentially be if used right”

“The completion of this course has enabled individuals such as myself and my peers to network more with senior managers and become a group. As I work in a position that is a Front Line position, the benefits of the Programme, and how they have benefitted myself have a direct impact on the people we serve - our patients.”

“He is more engaging and makes an effort to network with the team. He also seems more energetic.”

“She has increased in confidence through meeting other people on the course and making a new network of influential people”

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Communication Skills

"I feel as though I'm a more effective employee because I have better communication skills"

"Being on this programme has truly shown me the power of effective communication, also how important it is relate to other people to get the best possible outcome"

"She communicates more effectively and knows when to say no and focus on areas she needs to focus on"

"It has helped her to communicate with senior managers, motivated her to increase her conversations with colleagues and give them her support and enabled her to present, despite her fear, so this may help her to use her talents for the benefit of [the organization] and its patients."

Leadership Skills

“I have a better understanding of who I am as a leader and as a person and on how to make a change for the better.”

“I’m more confident taking leadership roles and providing supervision to junior members of the team”

“Completing this programme has increased my leadership skills and this will help me to mix my leadership skills effectively. It will also enable me to work effectively with team member to provide high quality care.”

“She is exhibiting more leadership skills”

“She has introduced us to ways we can provide our service with quality. She has shown leadership in her area of work by using her initiative and finding different ways to tackle issues and resolving them.”

Confidence

“I feel more confident about myself and I feel I can achieve whatever I put my hand to”

“Now I am more confident on approaching people to discuss ideas with them”

“I take more control of my actions, opportunities and meeting with others. I have more confidence and belief in myself. It's definitely given me the kick start I needed to get back on track with my career progression”

“I’m more focused, more confident and more proactive in doing my work and leading my team”

“He has become more confident”

“Increased confidence and ability to harness her people management skills”

“Throughout the programme he has become more confident of presenting his ideas and being more motivated to pursue a better opportunity related to his career development”

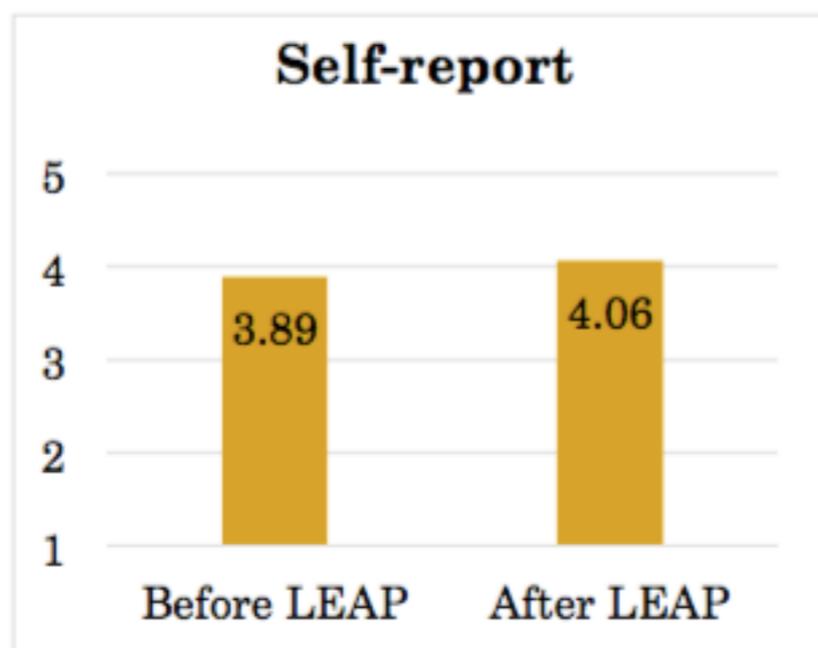
“I am aware that the course has given her the confidence that she needs to be able to further develop her role and improve her career prospects for the future”

Enhancing Skills/Transformational Leadership

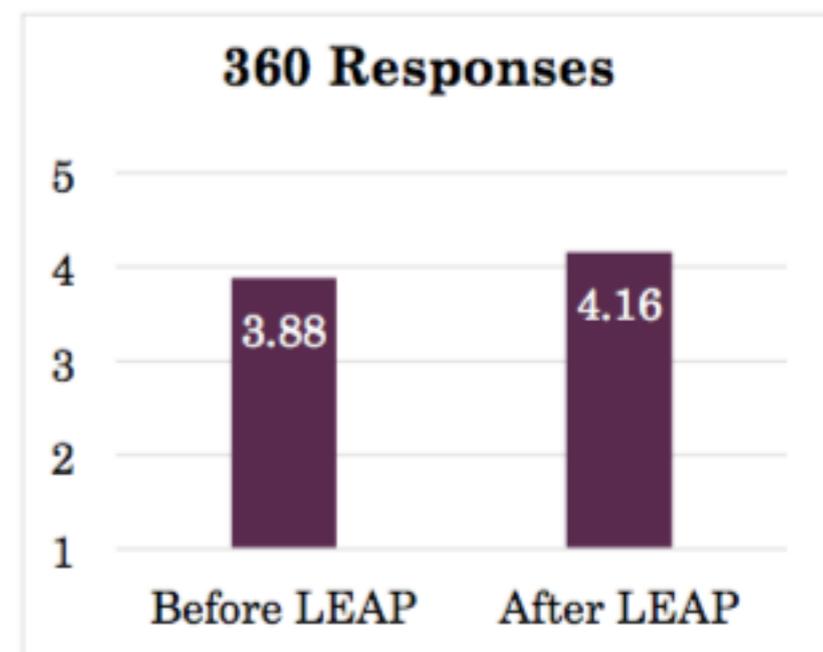
When participants were asked to provide ratings of their own transformational leadership style, the results show an increase after participation in the LEAP Programme.



Similarly, the responses from others show an increase in their transformational style after the LEAP programme. This shows that, overall the programme was successful in developing this leadership style as an increase was found in both self and 360 ratings.



The average self-rating increased by .17 ($F = (1, 42) = 4.88, p < .05$)



The 360 ratings increased by .28 ($F = (1, 27) = 6.81, p < .05$)

“She is inspiring others around her to want to achieve greatness”

“I can lead them more confidently to make sure that we are all nurturing a healthy working environment and a working place whose staff not only perform very well but are confident and compassionate about work, colleague and patients”

Testimonials

"I want to commend the Glow at Work LEAP programme for providing this opportunity and making it such a rich experience. I was really impressed by the confidence and positive self-determination that shone through."

James Reilly CEO NHS CLCH.



"Glow at Work's fresh approach has helped me appreciate people's varied skills in a team, and has helped me build more effective and harmonious team structures."

Elisa Harca,
Global Client Director, Red Ant.



"I really appreciate the commitment you are making to our business and want you to know how much I can already see the positive impact it is having."

Alex Willcock, CEO Visual DNA.



Are you ready to Glow At Work?

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Vision for the future – can you help?



My vision is to see in my lifetime NHS organisations with a "leadership (that) reflect the population it serves" (Alastair Mclellan). Where passion, talents, skills, expertise, wisdom, humility, compassion are valued and taken seriously, where all people matter and not just the select or favourite few.

I want to make this programme available to all in the NHS, an online format is one way of doing this where people can pay individually or the NHS organisation can pay. Also going into organisations and running a lot more LEAP's, if you are interested or know someone else that is I would like to discuss it further.





MARY SEACOLE STATUE APPEAL

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=VBF5XPIXVE4](https://www.youtube.com/watch?v=VBF5XPIXVE4)

<http://campaign.justgiving.com/charity/maryseacolememorial/LastLap>

Twitter @seacolestatue

[facebook.com/seacolestatueappeal](https://www.facebook.com/seacolestatueappeal)

Stay in touch ;)



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Dr Madeleine Wyatt- M.Wyatt@kent.ac.uk

Kent Business School - Lecturer in Human Resources Management

Maddy's research examines employees' career experiences and predictors of career success, with a focus on diversity and the role of informal and political behaviour in the workplace. Maddy

also examines the performance of local and national politicians from an organisational psychology perspective. Maddy has worked with a number of organisations including the Home Office, National School of Government, NHS and political parties.



More information



- White paper 'Glowing through diversity: The Inclusive Management Advantage'
- In progress- 'Leadership Development in the NHS/ Evaluation of the LEAP programme- Dr Madeleine Wyatt, University of Kent, Harpal Dhatt Glow at Work, Bernice Anum, Emily Jarrett, Soogeun Park'
- Watch on YouTube [LEAP Participant presentations](#)



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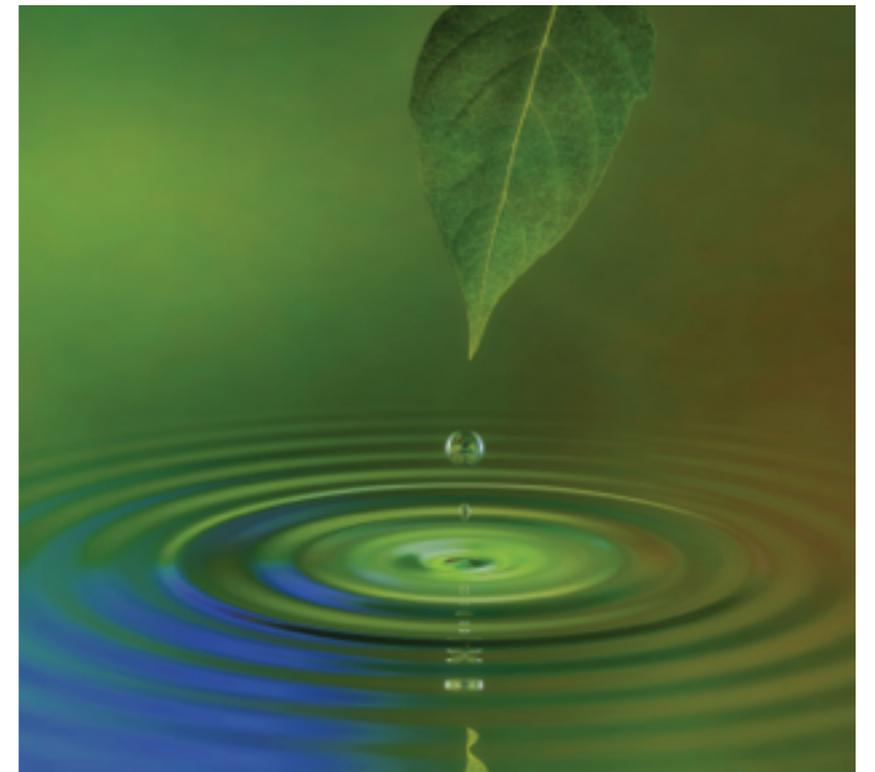
In ancient times good generals always were in the vanguard themselves. They didn't set up canopies in the heat and didn't wear leather in the cold; thus they experienced the same heat and cold as their soldiers.”

Thank you for your attention.

Any questions?



Something for you to reflect on. What is your ROI (Ripple of Impact) of being here today-? What can you do...



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References



- <http://www.nhsbmenetwork.org.uk/wp-content/uploads/South-East-Coast-BME-Network-Race-Equality-Review.pdf>
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- <http://www.maryseacoleappeal.org.uk/index.htm>
- <http://www.amazon.co.uk/Confucius-Leadership-John-Adair/dp/1447218809>

