



# Impact Report

Talent and Leadership  
April 2024 : 6 Months



## ICS First Test

Senior leaders- Level 7 Imperial

25 Enrolled

All Partners

£360,000

Investment - ICS Leaders

£300,000

System Saving (1 Year)

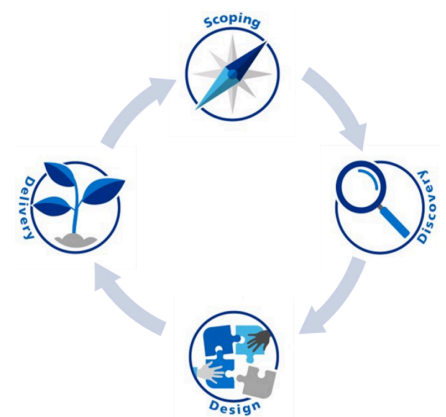


## Our Aim

**Our AIM:** Leaders at every level live the behaviours and values set out in the **People Promise** and creating **our NN ICS Leadership Way** as 'one team, one workforce'.

Our NN system assets will be available to all our people to release talent to lead everywhere. As we build together and adopt a learning organisation approach and seek to **Consolidate: Automate: Standardise.**

As a pilot site for the Culture Leadership Programme with the National Culture Transformation Team, we have secured support and funding to advance our initiatives. Central to our efforts is the cycle (pictured here), which aligns with our UWE synthesis report. This report gives insight into the approach used, what this means at system test phase in order to achieve our aspirations with a focus on using insights to guide our onward journey. At the heart of this approach is systems thinking and design thinking methodologies.



The three Ds— Discover (and scope), Design, and Deliver—serve as anchors as we develop our leadership strategic direction. We have highlighted the current areas of focus as we deliver for immediate need while ensuring strategic alignment.

## People Promise



- We will be open and honest with each other.
- We will be respectful in working together.
- We will be accountable, doing what we say we will do and following through on agreed actions.

# Magic of the cohort



## One Team of 70,000

An ICS First - In an innovative step for our Integrated Care System (ICS) here in Nottingham and Nottinghamshire, we've launched a strategic initiative aimed at enhancing leadership skills across our health and care system. By working with Cordnel, we've managed to customise elements to fit our specific needs in Nottingham and Nottinghamshire ICS.

Our ICS leaders can reach CMI level 7 in just one year—a journey that typically takes two years, from Imperial College, a leading world class university. The programme is designed to bring future leaders together as an ICS cohort, helping to build connections and understanding and so learning together to lead together.

Starting in April, this initiative will educate our participants to the highest level and benefit from the cohort, tackling challenges system first and navigating VUCA (volatile, Uncertain, Complex and Ambiguous) together. True system working as an ICS from inception to delivery.

Crucially the learning from this ICS approach gives us a springboard for future initiatives. We may be ready for cross system sharing and are currently reviewing options. The successful and system tested High Potential Scheme is one example, where we can move at an accelerated pace to adapt and adopt, thanks to our ICS learning. This is part of the Midlands talent management strategic approach.



Online Asynchronous



Learn while working wanted



We are an always learning system



NN ICS One Team- learn together to lead together



Making sure our system is working for us - safe stretch



## Delivering while building strategically. A learning organisation following the cycle:

### Initiatives

### What we did and why

### What it means now and upstream

#### Talent Management



We were alerted to a potential shortage of training and workforce in the near future, a concern now confirmed by the Midlands regional data. In response we re-scoped - (CLP and UWE) with a priority pivot to target executive leaders.



- Dealt with current known risk - Priority pivot
- Managed within financial constraints
- Minimal staff time release
- Freed up system levy and set up process for spread
- Delivery April, evaluation for potential next cohort

**'Real Change Happens in Real Work'**

#### Leadership Behaviours



Our leadership way behaviours - focus on process as we create our culture while building our ICS. Co-design expert and former CEO group check and challenge. Designing, testing and adjusting our best elements in the exemplar hub.



- Support and Challenge space (process consulting and design expert) keeps our behaviour in check, collaborating effectively as our culture forms.
- Test of a collaborative online LMS pilot for micro testing, cultural bedrock start and systems leadership

**'The process you use to get to the future is the future you get. People own what they help create.'**

#### System Leadership



Open access online hub for wide reach on key areas for rapid transformation for our ICS. Plus architecture to enable blended approach co-design for future ICS initiatives. Making the most of our system expertise and programmes.



- Outward facing hub curated for our ICS
- System first transition
- Leading in complexity and navigating VUCA
- Utilising our system talent and exploiting online potential in the future and with test now.

**Those who do the work do the change**  
**Connect more of the system to itself**

#### Exemplar Hub



A system soft testing/pilot space and showcase for our exemplary system work. Active Bystander (discover), Senior leaders (delivery) and Coaching (design). Uncovering and connecting expertise and initiatives in system to share to create one approach. Connect with other systems successful programme



- **Reduce duplication** discovering what is out in system. Ensuring system fit with controlled test delivery now for rapid spread for the future ie: ICS High potential schemes, coaching, active Bystander
- Determine what we mean and need: Facilitator, Coach, Mentor, Team coaching

**'Start Anywhere follow everywhere'**

We are a team  
co-designing  
our approach to  
system leading

“Our

Talent and leadership hub space has begun and we are keen to engage with all system leaders to design a space that works for all of us. A hub to share, communicate and learn. A space where our OD (Organisational Development), specialists and improvement leads curate content that suits our system.

An open space 'starter for ten' has been produced plus a members only access is in design and test -for an online design collaboration space for our OD initiatives.

The enabler for much of this work is the infrastructure of the People and Culture Team based at the ICB and our ICS infrastructure building on years of work in system. Initiatives are boosted by small fund to enable design and build with attention to our process to achieve our ICS compassionate and inclusive culture.



Our Leadership Way



Using what we know works or doesn't to shape our strategic direction. Current Review: High Potential Scheme : Learning and progressing from level 7 to moving more rapidly to adopt options from ICS Neighbours as Midlands Talent Management

Thank you!

Please continue to have your say and shape our system. You can request to join our workstreams and find out more [here](#)

1. Talent and Leadership **Strategy Design Group**: Co-Design Facilitation with support and challenge
2. Leadership and Talent **online hub** open and member only access - testing an online co-design space for learning
3. Our ICS: ICS Behaviours -Active Bystander
4. ICS Coaching faculty for ICS Approach
5. Improvement NHS Impact aligned: Enabling leaders everywhere
6. Redefining Leadership for our ICS - SLT co-design and delivery

Happening Now!



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Join us today:

(mailing list coming soon)

