Leadership Academy

Ready Now
Participant Guide

www.leadershipacademy.nhs.uk
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There’s a clear link between having a racially representative workforce at every level, and the ability of the NHS to deliver quality patient care. Additionally, being able to meet future challenges, such as reducing health inequalities and having ever-higher levels of staff engagement, cannot be achieved without racial inclusion at senior levels.”

Tracie Jolliff, National Director of Inclusion, NHS Leadership Academy
Programme benefits

The aim of the Ready Now programme is to release the leadership potential of participants with the specific learning needed to:

1. Progress into more senior roles within the NHS

2. Provide the NHS with outstanding, inclusive leaders for the future

3. Effectively influence change within the NHS so that it achieves considerably greater levels of race equality specifically, and the whole spectrum of equality generally

4. Developing BAME leaders to reach their potential meaning better patient care is provided at the front line

5. Harness skills to create more inclusive cultures across the NHS
Who’s the programme for?

Successful applicants will be working at band 8a or above (or the clinical equivalent) and aspire to go further. The programme is designed for leaders from underrepresented groups that want to become senior leaders in the NHS.
The Equality Act 2010 allows service providers to take action that may involve treating one group more favourably where this is a proportionate way to help members of that group overcome a disadvantage or participate more fully. Or in order to meet needs they have that are different from the population as a whole.

Under the provisions of positive action, organisations may lawfully take measures to meet special needs or to train, develop or encourage people from a racial group that is under-represented in particular types of work – for example, senior leadership positions in the NHS.

Positive action is separate and distinct from positive discrimination, the preferential treatment of a particular group at the point of selection, which is illegal in this country.

The Ready Now programme seeks to provide a leadership experience that can assist participants to effectively and sustainably develop their leadership ability and address the particular challenges that BAME leaders face. The programme is not just about the development of individuals; it is an initiative designed to influence the development of more inclusive cultures in the NHS as a whole.
Programme overview and content

Ready Now is a year-long programme.

It provides a combination of face to face, online and self-directed workplace based learning. This includes taught elements, group work, psychodynamic processes, experiential learning and a constantly evolving range of approaches to support participant success. It’s a truly blended learning experience, drawing on cutting edge research on the issues that influence the progression of BAME leaders and affect the NHS.

As you progress, we’ll help you advance through:

• A coaching relationship that continues throughout the programme
• Engaging in a variety of interventions in the work environment in which you explore different behaviours, strategies and impact

At the end of your journey, you’ll be in a position to showcase your leadership learning and have the confidence in yourself to influence a more inclusive NHS for the benefits of patients and staff. You’ll be more adept at convincing others of your potential, by providing concrete evidence that supports the difference your learning has made in an extended work context.

“The Ready Now programme changed my outlook on work, and how I approach work. In addition to this it gave me the confidence to challenge those who undermine equality and diversity with logical and reasoned arguments, as well as more emotive and compelling reasons.”

Robin Gwinnett, Training Manager,
South Western Ambulance Service NHS Foundation Trust
The Ready Now programme consists of 12 residential dates spread across five modules. The modules will take place at the NHS Leadership Academy's offices in Leeds city centre. An appreciation of achievement event will take place on 4 June 2020 for all programme participants. This is a mandatory element of the programme.

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Commitment to the programme

The Ready Now programme is a continuous process in which one stage leads to the next one. Missing any one element breaks the experiential development process. This type of format is therefore very different from modular programmes where people can dip in and out of the various aspects. Participants benefit from developing relationships that enable a deep trust to emerge that in turn allows people to go further in their development.

This process is now well established and is proving to be successful in supporting profound personal development. Stepping out of one element interrupts the whole programme for the individual as well as their other colleagues across the group. It is for this reason that maximum benefit is gained from full attendance and that part availability will mean that people cannot be accepted on the programme or may have to defer to the next one.
“The Ready Now programme is very unique – I’ve never experienced anything like it before. In fact there’s no other programme like it in the NHS! It’s a programme about you, discovering the real you and once you have found yourself taking the knowledge back with you to challenge the status quo. It’s about how you operate in the healthcare system and how you can positively influence system change that translates into an inclusive system.”

Ram Jassi, Head of Commercial Finance, University Hospital Southampton NHS Foundation Trust and Ethnicity Inclusive Network (EIN) Chair
Cost

How much does it cost to take part in the programme?

The Ready Now programme is fully funded by the NHS Leadership Academy. However, this does not mean it is free. Participants must commit themselves to the full journey of the programme and will be asked to sign a document expressing their intention to do so, prior to taking a place.

If participants withdraw from the programme before fully completing it, and without extenuating circumstances agreed with the NHS Leadership Academy, their organisation will be liable to bear the full cost of the programme: £2,800.
Application process

Before applying, you’ll need to seek the support of your line manager and organisation as they will be required to support you throughout the programme. Along with your line manager, you will both need to sign a copy of the programme terms and conditions which need to be submitted.

Due to the high level of interest for the Ready Now programme we reserve the right to close applications earlier than the advertised date (1 March 2019). If you have already started your application, we will contact and notify you that you have 48 hours to complete and submit your application.

The application for Ready Now takes place in three stages:

First stage:

Online applications via leadershipacademy.nhs.uk/programmes/the-ready-now-programme/apply/
21 January 2019 - 1 March 2019

Second stage:

Interviews
Successful applicants will be asked to conduct a video interview which will take no more than 30 minutes to complete. All eligible applications will receive an invitation to complete this between 11 March 2019 - 2 April 2019

Third stage:

Final confirmation
Participants will be appointed from the shortlist and notified by: 20 May 2019
Programme faculty

This programme brings together a world-class expert faculty of leading practitioners and academics. Programme participants will have unique opportunities to learn from and talk with each of them. Including the Leadership Academy’s own:

Tracie Jolliff, National Director of Inclusion

Tracie Jolliff is National Director of Inclusion at the NHS Leadership Academy. She is best known for her inspiration and insight in relation to organisational transformation; facilitating the development of effective and ethical leadership strategies, which have at their heart, equality and sustainability. She is an experienced executive coach and has spoken and lectured on leadership and inclusion nationally, working with government representatives and other bodies to address these themes across the public sector.

Tracie continues to play a pivotal role in developing and promoting excellence in professional practice nationally, including contributing to and developing innovative leadership initiatives around building a sustainable, creative and diverse workforce. At the NHS Leadership Academy, she heads a portfolio of work which seeks to achieve system-wide cultural transformation through leadership for inclusion. Tracie is also involved with initiatives which seek to enhance social mobility and eradicate poverty. She is also a contributing author and describes herself as a global citizen and an activist for humanity and justice.

Morvia Gooden, Senior Programme Lead for Inclusion and Systems Leadership

Morvia is an executive coach, 360 degree feedback facilitator and ALS facilitator. As Senior Programme Lead for Inclusion and Systems Leadership at the NHS Leadership Academy, Morvia provides strategic inclusion support, leadership development and support for senior staff seeking director and CEO level positions. She is also a qualified registered general nurse, registered midwife and health visitor.

Since joining the NHS Leadership Academy in 2012, Morvia has combined both her leadership and clinical skills to influence the building of system-wide inclusive cultures from the board to the frontline. She has been an NHS employee for over 30 years and her passions are closely aligned with the underlying ethos and values of the NHS constitution, particularly the importance of building trusting relationships with all stakeholders, patients and staff alike.
Contact

To find out more, please email readynow.nla@hee.nhs.uk or call 0113 322 5699.

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