



Leadership Academy

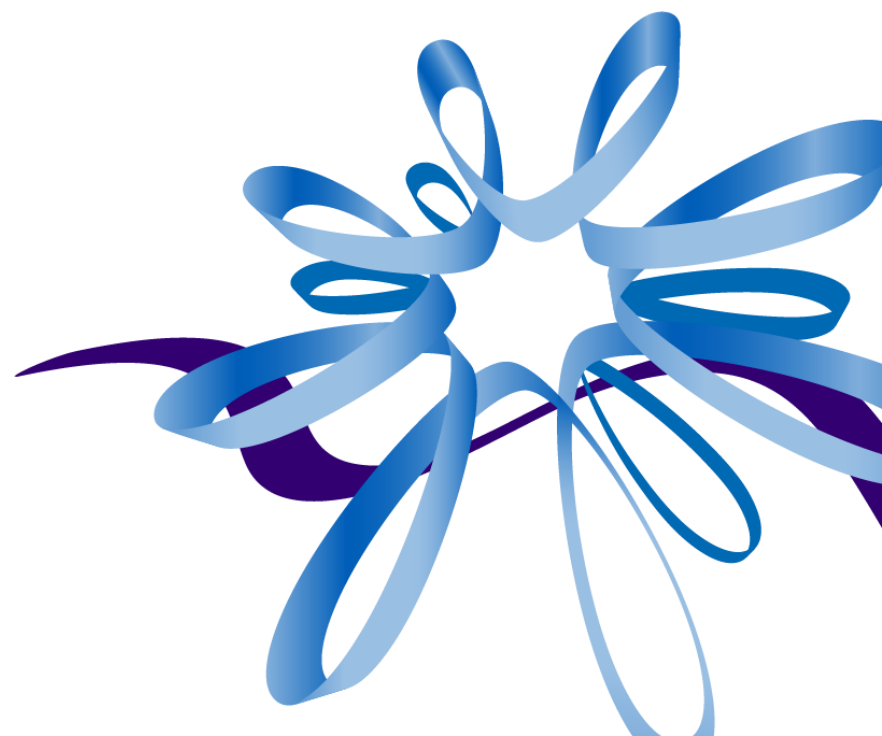
A national approach to talent management and leadership development

NHS North West Leadership
Academy Board

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www.leadershipacademy.nhs.uk



Context & issues

- What do we mean by ‘talent management’?
- Some good TM work is being done, mainly at organisation level, but the NHS currently has no coherent, systematic approach to talent management
- TM is largely based on organisation sovereignty (competition not collaboration) and individual-led career progression (rather than by system design)
- The NHS currently lacks the resource or infrastructure to effectively manage its talent especially at local system (STP footprint) and regional levels.

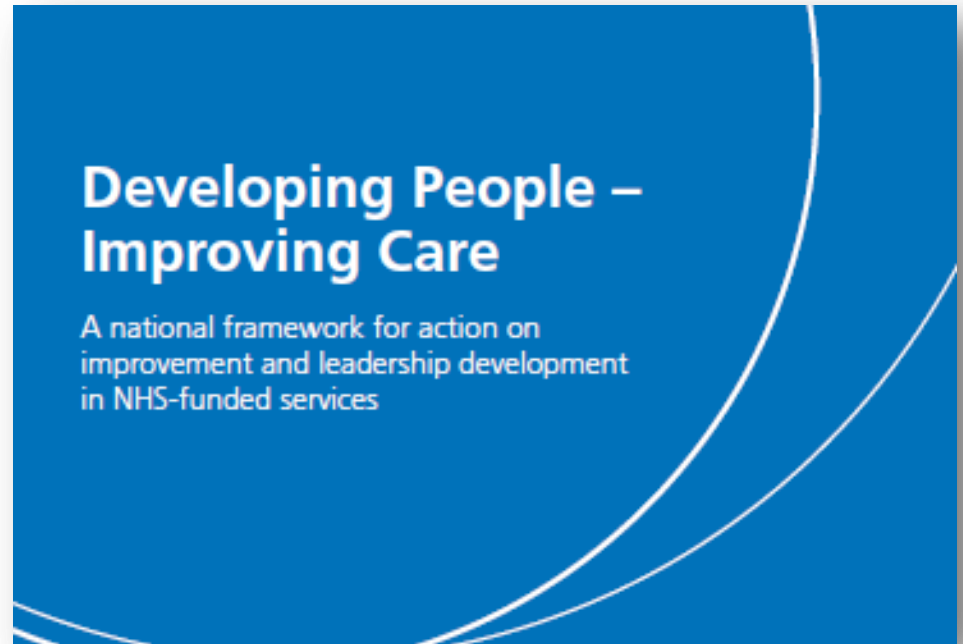
Context & issues (2)

- Assessment of talent is often subjective and lacking clear alignment with a consistent leadership behavioural framework
- Leadership development ≠ going on a programme
- Leadership development cannot exist in isolation
- We don't know the scale of the problem – there is no data
- There is a lack of automation and systemisation and the NHS is some way below industry baseline standards in its talent management practice

Developing People – Improving Care (Dec 2016)

Context, mandate & expectation - a requirement to change:

A detailed strategic framework to improve the NHS's capacity and capability in improvement, leadership development and talent management.



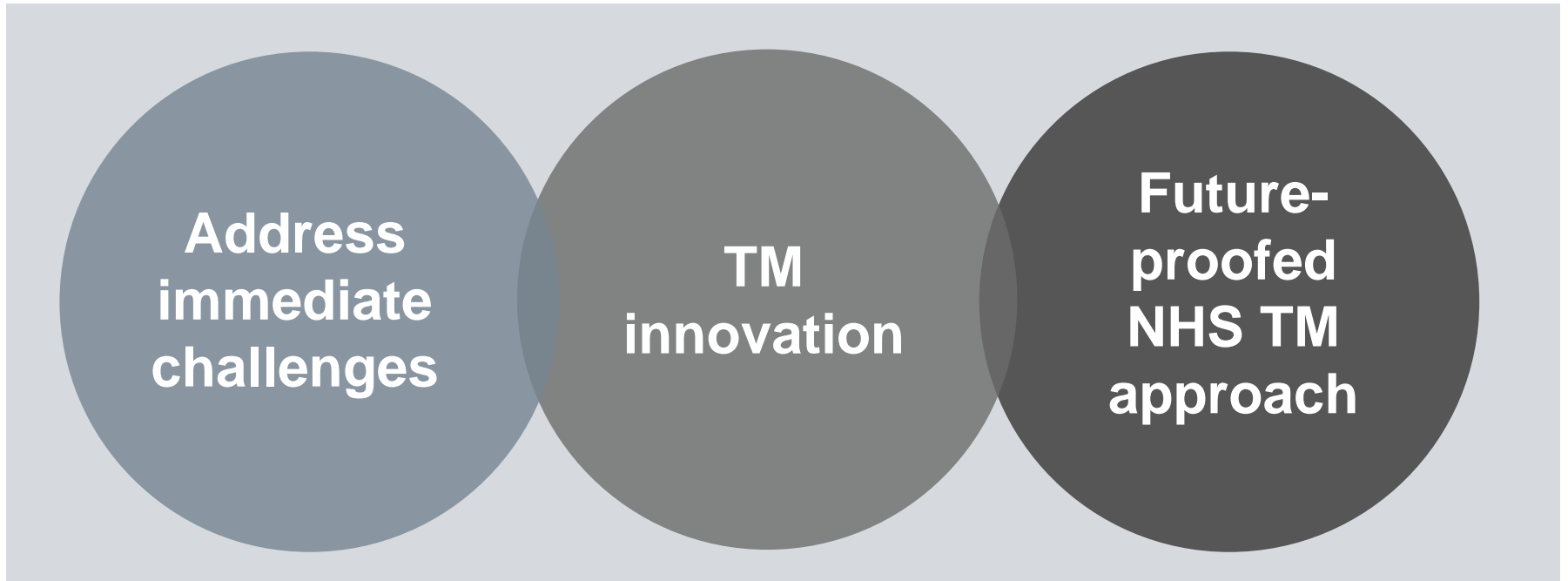
www.leadershipacademy.nhs.uk/news/developing-people-improving-care

It sets out a range of short, medium and long term actions to ensure:

1. Capacity: there is a sufficient supply of diverse, compassionate and inclusive leaders now and in the future;
2. Capability: leaders have the right knowledge, skills, attitudes and behaviours to meet the needs of the system; and
3. Culture: the regulatory environment and system wide context and climate maximise the chances of success.

Whole system talent management

Triple track approach:



Action at organisation, local system, regional and national levels

Whole system talent management (2)

- **Organisations** are supported to adopt a properly strategic approach to TM which leads to greater self sufficiency in filling posts; turnover & use of interims reduced, staff are supported to fulfil their potential and engagement increases
- TM collaboration between organisations at **local system** level becomes the norm, improving systems leadership and integration; self sufficient when appointing to key posts increases
- **Regional** talent boards provide oversight for TM activity, including aggregating supply and demand data
- **National** TM activity ensures a comprehensive set of senior leader talent schemes ,convenes national talent oversight and governance, sets expectation of 'good' TM approach and supports board appointments

We need to right conditions to make this work

- Culture
- Collaboration
- Context

FY 17/18 TM priorities

**Enable, convene
and support
whole system
Talent
Management**

Priority 1: Convene and enable Regional Talent Boards to oversee and enable the identification, assessment and deployment of talent.

Priority 2: Support organisations to adopt a best practice approach to talent management for all staff.

Priority 3: Increase the scale of the NHS GMTS and use its alumni as the start point for the establishment of a multi-professional NHS high-potential scheme.

Talent management – 17/18 work programme

Q1

Q2

Q3

Q4

Midlands & East Regional talent board established & supporting work progresses:

- Work to align existing aspiring director leadership programmes, talent schemes & support
- Coherent approach to TM data collection and usage trialled
- TM IT requirements scoped; TM system procurement under way

Second regional talent board established & supporting work progresses

Programme to support organisation level TM activity designed & under way

NHS 'high potential' scheme evaluated & scoped

Local system (STP) TM collaboration pilot sites identified & established

NHS Executive Search expands to support increased numbers of board appointments & senior talent pool creation

Midlands & East Regional Talent Board vision

- We have clear visibility of current and future talent at sub-Board and Board level.
- We understand the profile of – and demand for - our emerging talent pipeline across the region.
- We work as ‘One NHS’ with CEO/AOs owning and defining the approach to TM across the region, with support from ALBs.
- We develop a talent management framework for provider trusts & CCGs who are held to account by regulators for implementing the agreed approach. i.e. it is consistent with the new CQC ‘Well Led’ domain
- We ensure there are sustainable resources in place for the delivery of talent management across the region; TM is supported by industry-standard systems and processes wherever possible – it’s funded and not done on the cheap.
- We have ambitious plans which link development and opportunity together, de-risk development opportunities and fill our most important roles.
- The talent pool is the starting point for identifying potential applicants for executive director roles – significantly reduced use of commercial recruitment agencies. Where used their activity is to drive diversity of applicant base
- We have structures, systems and processes in place which are owned by the CEO/AO community and provide consistency of approach and standards across the region