



# Stepping Up

## Participant Guide



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# Introduction

Stepping Up is a positive action leadership development programme from the NHS Leadership Academy.

The two to three month long programme is for BAME (black, Asian and minority ethnic) colleagues in bands 5 to 7 (or equivalent) roles. The programme is designed to bridge the gap between where you are now, and where you need to be, to progress into more senior roles.



“The NHS Leadership Academy is helping to develop senior BAME leaders in healthcare with a number of inclusion programmes and interventions. The Stepping Up programme forms part of this important work.”

Tracie Jolliff,  
Director of Inclusion,  
NHS Leadership Academy

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# Programme benefits

As a participant, the programme will help you:

- 1** Prepare and develop for more senior leadership roles within the NHS
- 2** Challenge the diverse environment you work in to make transformational change
- 3** Develop the knowledge, experience and skills to help your organisation create an inclusive culture; and to also help you influence change across wider healthcare
- 4** Empower you to become a role model to help inspire development and progression of others

If you're a band 5 or 6 colleague you'll:

- 1** Gain an increased understanding of yourself and the leadership strengths your diversity brings
- 2** Be introduced to a range of management principles and learn about effective development strategies
- 3** Develop your communication, presentation and interpersonal skills
- 4** Better understand the organisational context and the requirements of that context so that you can shape and influence your career progression

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# Programme benefits

If you're a band 7 colleague you'll:

- 1** Gain a comprehensive understanding of leadership and management
- 2** Learn about the present state of the NHS and implications for managing transformational change
- 3** Gain an in-depth understanding of senior leadership requirements and the opportunity to craft your own authentic leadership style and approach
- 4** Gain an understanding of the factors that block and enable BAME progression and development
- 5** Understand your own personal and organisational strategy that will be applied to your career development and your ability to influence the system that you work in to create greater equality

"I feel more confident and able to harness the power of cultural heritage to improve my abilities as a leader."

David Van de Velde,  
Nurse,  
Central and North West NHS Foundation Trust



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# Who's the programme for?

The programme is aimed at BAME leaders and aspiring BAME leaders across healthcare working in bands 5 to 7. It's been designed for individuals who have an interest in developing their leadership abilities and want to be involved in creating a transformational change in equality and diversity across the healthcare sector.

The programme is split into two cohorts – one for bands 5 and 6 and another for people in band 7 roles. The programme has been designed specifically for these colleagues to help them progress further in their careers.

Participants are welcomed from a range of organisations across the NHS including provider and commissioning organisations, Arm's Length Bodies and national organisations.



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# What's positive action?

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 Stepping Up programme seeks to provide a leadership experience that can assist participants to effectively and sustainably develop their leadership ability and not 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.



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# Programme overview and content

The programme is between two to three months long and runs across four or five residential dates depending on banding (or cohort).

The Stepping Up programme aims to create greater levels of sustainable inclusion within the NHS by addressing the social, organisational and psychological barriers restricting BAME colleagues from progressing within the NHS by:

- Emphasising the importance of a diverse workforce and create leaders who can educate the healthcare system about the effect this is having on frontline patient care
- Recognise the potential of BAME leaders demonstrating the range and benefits of diverse talent
- Highlight the importance of having BAME leaders as role models to help inspire others to progress into more senior roles
- Raise awareness and understanding of inclusion by bringing it to the forefront of all NHS Leadership Academy communications to ensure a positive impact on the healthcare system
- Develop senior leaders in the NHS who will lead effectively, creating and embedding organisational inclusive cultures
- Work on changing the racial dynamics of an organisation to create a deeper level of understanding to help change take place

It provides a combination of face to face, self-directed and workplace based learning. This includes two residential visits with a three day and two day face to face workshop for those at band 7, and two residential visits of two days each for those at bands 5 and 6.

“The Stepping Up programme has helped me to identify and learn more about weaknesses in my own behaviours and leadership style and develop confidence in making those approaches that would enhance my position and role as a chaplain.”

(Imam) Fazal Hassan,  
Hospital Chaplain,  
Royal Blackburn Teachings Hospital East Lancs NHS Trust





# Programme dates

There will be six cohorts of 40 participants (you will be allocated a place on a cohort based on your location). This will include three cohorts in Leeds and three in London; each with two modules: a three day and two day face to face workshop for those at band 7, and two modules of two days each for those at bands 5 and 6.

## Cohort 4.1 (band 7)

|          |                       |       |
|----------|-----------------------|-------|
| Module 1 | 19 - 21 December 2018 | Leeds |
| Module 2 | 14 – 15 February 2019 | Leeds |

## Cohort 4.4 (bands 5 & 6)

|          |                      |        |
|----------|----------------------|--------|
| Module 1 | 29 – 30 January 2019 | London |
| Module 2 | 7 – 8 March 2019     | London |

## Cohort 4.2 (bands 5 & 6)

|          |                       |       |
|----------|-----------------------|-------|
| Module 1 | 7 – 8 January 2019    | Leeds |
| Module 2 | 18 – 19 February 2019 | Leeds |

## Cohort 4.5 (bands 5 & 6)

|          |                     |        |
|----------|---------------------|--------|
| Module 1 | 5 – 6 February 2019 | London |
| Module 2 | 20 – 21 March 2019  | London |

## Cohort 4.3 (band 7)

|          |                      |        |
|----------|----------------------|--------|
| Module 1 | 22 – 24 January 2019 | London |
| Module 2 | 13 – 14 March 2019   | London |

## Cohort 4.6 (bands 5 & 6)

|          |                            |       |
|----------|----------------------------|-------|
| Module 1 | 28 February – 1 March 2019 | Leeds |
| Module 2 | 16 – 17 April 2019         | Leeds |

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# How does the Stepping Up programme differ from the Ready Now programme?

Stepping Up has been designed specifically for BAME colleagues working between bands 5 to 7, whereas the Ready Now programme is for senior BAME leaders working at bands 8a or above.

Content for the Stepping Up programme has been tailored, providing people working between bands 5 to 7 with the correct level of theory needed to help them work towards becoming influencers in their role. In contrast, the Ready Now programme provides more strategic content and theory for those ready to work at a senior level towards executive board level.



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# Cost

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

The Stepping Up programme is fully funded by the NHS Leadership Academy. However, this does not mean it is free. As a participant, you must commit to the full journey of the programme and will sign a document expressing your intention to do so, prior to taking your place.

If you withdraw from the programme before fully completing it, and without extenuating circumstances agreed with the NHS Leadership Academy, your organisation will be liable to bear the full cost of the programme. The cost for band 5 and 6 is £970 and the cost for band 7 is £1,310.

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# 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.

Applications for the Stepping Up programme will be open from Tuesday 28 August until Monday 1 October 2018 via <https://nhsx.uk/register>

If your application is successful, you will then be shortlisted for a place.

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

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# Programme faculty



## Dr Eden Charles

Eden Charles PhD has worked as a developer of leaders for over 30 years and is Managing Director of People Opportunities Limited.

He has been a coach and consultant to Chief Executives, leaders of multi-national organisations and senior managers from a variety of sectors and countries. His clients include leading organisations from nearly every sector of society including the armed forces, NGOs, local government, police forces, NHS, BBC and Channel 4, financial institutions, the oil industry, academic and educational institutions, and National and Local Government.

His work with the NHS includes designing and facilitating a number of leadership development programmes, coaching leaders, facilitating Board development events including board coaching and working with organisations on culture change initiatives. Eden was part of the design and delivery team for the NHS Leadership Academy Top Leaders programme and presently facilitates a variety of senior programmes there. These include the Aspiring Chief Executive and Nye Bevan programmes. Eden also leads on the design and facilitation of the NHS Leadership Academy's positive action work, including the Ready Now and the Stepping Up programmes.

Eden has been working with transformational educational approaches such as self-managed learning and Appreciative Inquiry for many years. He believes that all learning is about change and works to bring about the kinds of change that lead to more productive and inclusive organisations. He is recognised as a thought leader in the area of Organisational Development as it impacts strategy generally and inclusion in particular. His specialism is leadership development and he has designed and delivered on successful programmes for a wide range of public and private organisations.



## Carol Campayne

Carol is the pioneering founder and Executive Director of the Diversity Practice. She has a background in corporate strategy, executive coaching, diversity and inclusion, leadership development for public and private sector organisations. She has a successful track record in strategic and organisation change, Board and team effectiveness and in expanding the leadership reach and capability of individuals particularly those from minority groups.

Carol's expertise and approach to team facilitation and executive coaching has been described by her clients as authentic, dynamic, direct, insightful and inspiring. Her key skills, expertise and experience include:

- Consulting, advising and facilitating on corporate strategy, cultural change and organisational development issues
- Coaching leaders to shape their strengths into value added distinctive assets
- Facilitation of a range of system wide, organisational, Board and team interventions
- Designing and delivering innovative career and leadership development training initiatives
- Designing, executing and implementing diversity and inclusion strategies
- Research into leadership and organisational development issues

Roles that Carol has held include: Senior Lecturer in Strategic Management at London South Bank University, Head of Equality and Diversity for London Southbank University, Best Value Inspector for the Audit Commission

Recent clients she has worked with include: Booz Allen Hamilton, PWC, Bank of America Merrill Lynch, Imperial College London, Oxford University, Kings College Hospital, Linklaters LLP, the Yorkshire and Humberside SHA, The North West Ambulance Service, The Financial Services Authority,

Carol holds a BA from the University of Ibadan, an MBA from Strathclyde University, and completed the Intermediate Coaching Programme with the Co-active Training Institute.



## Ian Phillips

Ian has 25 years' experience of training, strategic leadership and organisational learning and development across all sectors of business. He has worked with many organisations on leadership development programmes. He is skilled in strategy planning, monitoring and evaluation.

Ian loves to work with complexity and what works for success. He is inspired by working with others to co-create a rich future, bringing skills in mentoring and coaching to work through the most difficult challenges.

Ian is the lead consultant supporting the Ministry of Community Development, Community Development Fund, in Trinidad and Tobago with its visioning, strategic planning and implementation plans from 2014 to 2016.

Ian partners the UN Development Programme (Bahrain), Arabian Gulf University, French Arabian Business School and Bahrain Institute of Public Administration to build capacity in strategic planning and resource development in public and non-profit organisations in Bahrain and Kuwait.



## Joy Warmington

Joy is the CEO of brap, a nationally renowned equalities and human rights charity. Her expertise has been sought after and recognised on numerous occasions by Department of Health, Cabinet Office, Department of Education and Care Quality Commission to name a few. Joy has an MSC in organisational development and learning, a Certificate in Education PGCE, a Post Graduate Diploma Multi-Cultural Education and qualifications in coaching, mediation and in process work, conflict facilitation. Joy has also recently been awarded a PHD from Middlesex University.

Before working at brap, Joy worked in Local Government and also in Further Education, as a Programme Team Leader where she managed the widening participation strategy for the college and also taught on management courses and the Black Studies Programme. Joy also led international work for the college, working to support educational practice in South Africa after the release of Nelson Mandela. Joy's work at brap is extremely varied, ranging from public speaking, facilitating on the NHS Leadership Academy programmes, like Stepping Up, through to working with Boards and mentoring colleagues.

Joy has also led on innovative projects, such as the development of the Macmillan Values Based Standards, which is used in over 50 hospital trusts to maintain standards of patient care. Joy is a skilled and passionate facilitator – having been immersed in a variety of methods, including more recently Deep Democracy (process work). Joy is also a non-executive director and vice chair of Birmingham and Solihull Mental Health Foundation Trust.



## Jackee Holder

Jackee is an executive leadership coach and coach trainer working across a range of sectors (further education, NHS, higher education, media, public sectors, cultural and creative industries). Her creative and intuitive approach brings learning and training alive whilst offering skilful facilitation and embodiment of coaching and personal development in real and practical ways.

Jackee loves writing and is the author of 'Soul Purpose', 'Be Your Best Life Coach' and '49 Ways To Write Yourself Well' (2013) and has been a contributing writer to several books and articles. Her work has been featured in Psychologies and Red Magazines and she was part of the successful Twinings Tea Take Ten campaign (2011) in partnership with Red and Psychologies magazines.

When Jackee is not delivering coaching in businesses or organisations she's busy running courses and retreats, writing e-books for writers and creative entrepreneurs. She supports writers of all levels in one to one coaching and mentoring. Jackee's skill as a conference host and workshop facilitator has taken her across the globe. She's delivered workshops and retreats in several US locations and the Caribbean. She co-chaired the Spirit of Coaching conference featuring Sir John Whitmore at the Brahma Kumaris in London.

Jackee loves training coaches and offering one on one and team coaching. She really enjoys her work supporting writers and creative entrepreneurs. Her work allows her to simultaneously be both teacher and student, which she is deeply appreciative of.



## Ruby Ubhi

Ruby is a practitioner who strives to make a meaningful difference to society through her work. She is passionate about supporting people in their personal development, helping them to connect with their potential through a deeper and fuller understanding of themselves, and the impact they have on others.

Inclusivity is at the heart of Ruby's work and approach to facilitation. She works to create a safe yet challenging space for all voices to be heard, and for different perspectives to be explored and critiqued. Embracing and valuing her own history and identity as a second-generation British African- Indian woman has positively influenced her practice, and how she connects with individuals, groups and authority. Experiencing first hand the impact of intersectionality and the power and privilege associated with whiteness, gender and class she incorporates these important perspectives into her facilitation.

Ruby's background is rooted in NHS management and leadership as she began her career as an NHS Graduate Management Trainee. She has since held senior leaderships position in the NHS as well as private sector organisations. Her experience of management, service improvement and Organisational Development bring practical insight to her development work.



## Diane Rutherford

Diane is brap's Learning and Development lead and her qualifications include a PGCE, a Masters in Equal Opportunities and Anti-Discriminatory Practice, a certificate in conflict resolution and various professional qualifications around equality and cultural competence training

Before joining brap, Diane worked in a Further Educational Institute in Canada, with responsibility for supporting minority students. She also co-hosted a radio show, which discussed topical issues and concerns. Prior to leaving for Canada, Diane worked as a further educational lecturer/course leader in Birmingham, with responsibility for co-ordinating a number of programmes, including Sociology, English and Black Studies. Since joining brap, Diane leads on the development of the organisation's learning portfolio, which includes a range of topics including law, unconscious bias, working with diverse teams, to name a few.

Diane's work engages the university and health sectors, schools and voluntary organisations. Diane has also led on projects to help young people tackle the stigma associated with mental health and working to support young people in universities on equalities issues. Partly as a result of such work, Diane has been asked to develop training programmes for organisations including the NHS Leadership Academy, where she has delivered on Elizabeth Garrett Anderson and more recently Stepping Up. Diane is a skilled facilitator, who incorporates many methods and different types of learning styles to enable full engagement and participation in support of learning.



## Paul Anthony

Paul is an organisation and leadership development consultant, facilitator and coach.

As a coach, Paul's overriding passion is to serve, empower and transform clients, against all odds, so that they grow and fulfil their potential and maximise their authentic leadership, personal effectiveness and business impact all of the time. The new approach taken by him – called Borderless Coaching - intentionally coaches the whole person and all aspects of their difference, supporting in exploring the full spectrum of identity including faith, gender, race and ethnicity. Helping clients to integrate this into their leadership style and approach and realise their full potential while maximising their impact.

As a consultant and trainer, Paul has a long and successful track record in the design and implementation of individual, team and organisation wide programmes that deliver high performing inclusive leaders, cultures and systems; and extensive experience of working with Boards, senior managers, leaders, and other staff members across the public and private sector and in faith based organisations.

Paul has had a varied career including roles in economic research, business development and sales with leading financial institutions. As a consultant he has led teams across the UK and Europe responsible for multi-million pound assignments in diversity and inclusion strategy, culture change, research, and learning and development.

Over the years Paul has been a committed enabler and champion of black and minority ethnic leadership and economic development, working with individuals at different levels and a variety of organisations to facilitate their growth and advancement.

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# Contact

To find out more, please email  
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