

Line Manager Guide

2022 – 2023

Contents

NHS Leadership Academy

Rosalind Franklin

Benefits of supporting an application

Who should I encourage to apply?

How can I support my team member?

Cost

Contact

NHS Leadership Academy

The NHS Leadership Academy is part of the NHS and works for those involved in the health and care system. Its purpose is to deliver outstanding leadership at all levels to improve the NHS, people's health and their experience of the NHS. It does this by offering a range of tools, models, programmes and expertise to support individuals and organisations to develop leaders to make a real difference.

Rosalind Franklin

The Rosalind Franklin programme is for mid-level clinical or non-clinical leaders across health and care, aspiring to lead large and complex programmes, departments, services or systems of care.

It aims to help shape mid-level leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.

Successful completion of the programme leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

“ As part of our continuous commitment to developing outstanding leadership at all levels and given the growing body of evidence; it is important that we recognise the significant role played by individuals operating in critical, mid-level ‘connecting’ leadership roles. Those who are leaders of leaders, providing the crucial link between strategic and team levels of leadership – and the impact they have upon the experiences of staff and the people who use health and care services. In response to this and our research findings, the Rosalind Franklin programme has been developed. The programme has been designed to support participants explore what they will need in order to be the outstanding, compassionate, inclusive leaders of health and care in the future.”

Alan Nobbs,
Head of Programme Design and Practice,
NHS Leadership Academy

Benefits of supporting an application

As an organisation with a colleague participating on the programme you'll:

1. Improve the organisation's success with participants bringing immediate positive and productive changes to their teams, services and service users in areas such as increasing staff morale, improving service user experience, effective service redesign, reduction of waste and more efficient use of resources
2. Develop participants to work more strategically with greater collaboration across large and complex programmes, departments, services and systems of care; leading to less waste and more efficient use of resources
3. Enable participants to build a powerful, regional and national support network of like-minded, influential leaders
4. Give participants the opportunity to build self-compassion, confidence and capabilities to meet the demands of senior leadership within the challenging, transforming environment of the health and care system
5. Increase the number of compassionate, inclusive, inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
6. Improve leadership practice which will have a greater positive impact on organisational culture and inclusive, person-centred care

Who should I encourage to apply?

The Rosalind Franklin programme is for mid-level clinical or non-clinical leaders in health and care who are:

- Directly leading people who manage others (a step beyond first line management)
- A specialist individual contributor – who may not directly lead a team now but as part of their role, play an active part in a network/system which requires them to embody leadership around an issue, pathway or service
- Leading teams of experienced professionals that may exist on a temporary basis before dissolving and realigning again around specific issues. This group may include those who are leading complex projects and initiatives operating at pivot points between other professional groups and need to balance operational and strategic demands
- Managing complex programmes and projects, substantial budgets, politically sensitive and significantly impactful work

How can I support my team member?

The process begins with a talent management conversation between you and your team member to discuss how the programme can unleash their potential.

The Rosalind Franklin programme is nine months long with work based application (where set activities are put into practice at work). Agreements should be made to allow your team member time to participate in all programme components, attend virtual activities, provision of study leave as appropriate, providing the opportunity, space and support for them to bring their learning back to the workplace and to have ongoing conversations to build more inclusive cultures.

Your team member may also wish to talk to you about their learning and development experience and you can check how they are getting on as the programme moves forward. In your discussions with your team member you should ask them about their progress, what support they may need from you and give any advice that you can provide as a leader yourself.

Cost

The programme costs £1,200 per person.

Contact

To find out more please email

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