



Hertfordshire and
West Essex Integrated
Care System

Emerging System Leaders Programme (ESLP)

Programme Overview September 2023



Emerging System Leaders Programme

The ESLP is a new and inclusive system leadership development programme that offers an exciting opportunity to ambitious mid-level leaders to broaden and develop their leadership skills and knowledge. It is a Hertfordshire and West Essex (HWE) system wide programme and demonstrates the commitment of HWE ICS system partners to support and advance the careers of our mid-level professionals from health, care and the wider public sector across our footprint and aims to ensure we develop inclusive and diverse senior leadership for our system.

ESLP aims to accelerate your career progression - aiming for progression to more senior leadership roles within 1-2 years and an Executive Director role within 3-6 years. It is a standalone career development programme, but participation may provide a pathway to the highly acclaimed HWE Accelerated Director Development Programme (ADDS).



Who is it for?

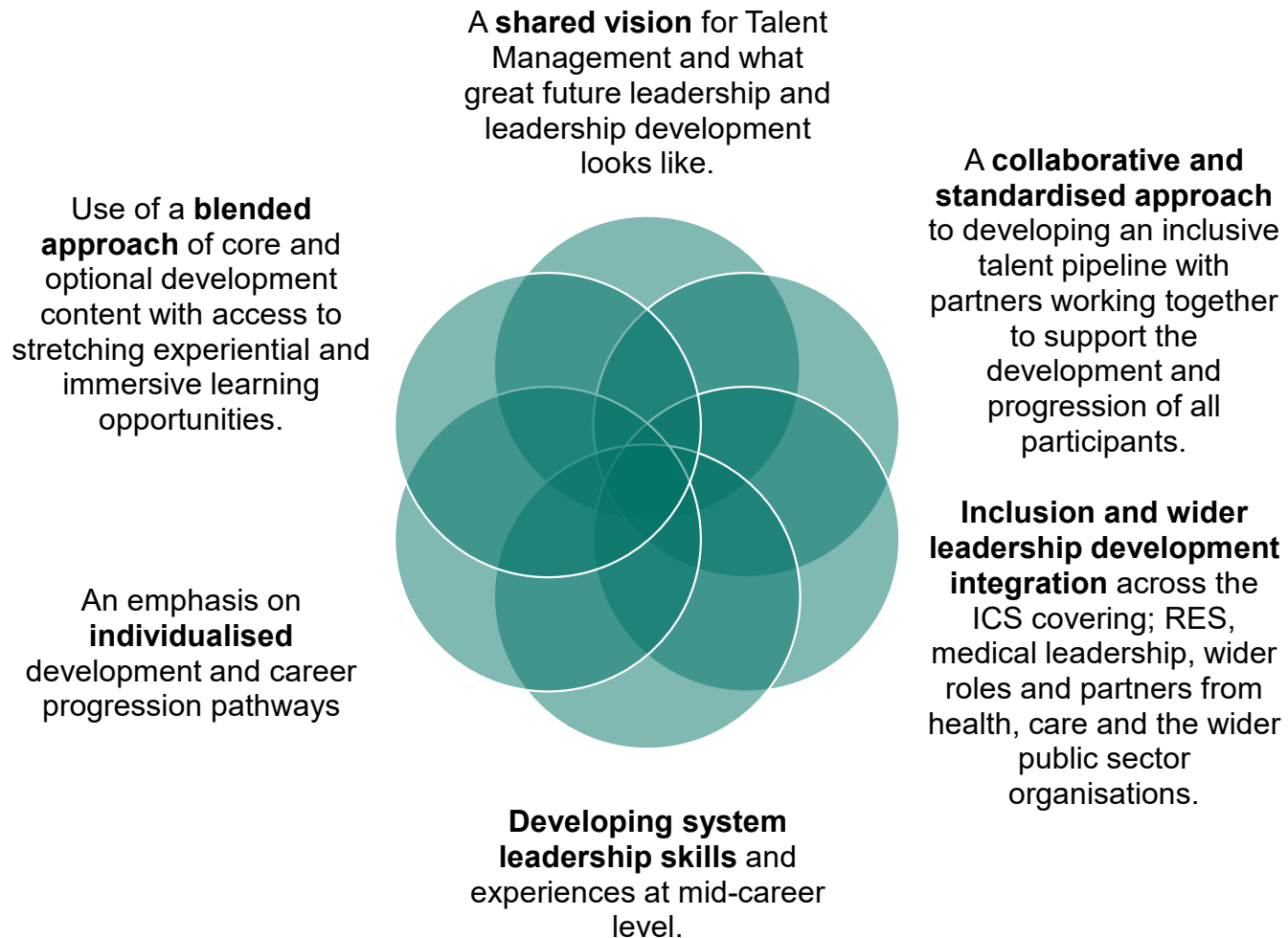
Leaders who will benefit the most from ESLP are:

- Those at mid-level roles from all partnership organisations who are looking to develop their skills and confidence to lead services across a wider system, and who have the potential and aspiration to progress their careers to a more senior level. We are committed to the development and progression of leaders from diverse backgrounds.
- Leaders who embody compassion and collaboration, possess a drive to lead change and achieve remarkable results, and who thrive on building strong relationships to enhance performance.
- Typically, ESLP will benefit leaders at Band 8b/c levels within Agenda for Change; clinicians who are currently in Consultant, GP or SAS roles; Grade 13 and above within social care. These are indicative levels, therefore, leaders outside of these levels with the potential to progress to an executive director role may also benefit from ESLP.

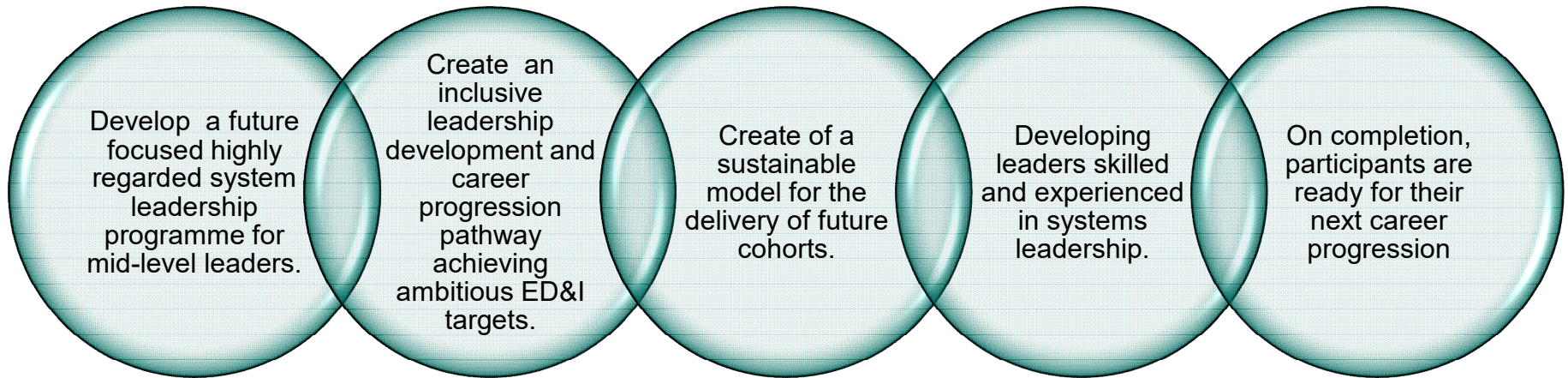
The programme does not require participants to hold any formal qualifications. It would be of benefit to have undertaken development that has included an understanding of self and impact on others and using reflective practice to learn and grow.



ESLP key principles



ESLP Objectives and Outcomes



ESLP stages

Stage 1: Candidate applications and sponsorship – Opens on 2nd October and closes on 13th October 2023

This is an opportunity to explore and explain why this programme is right for you. Sponsorship should be provided by a senior leader from within each organisation, someone who knows the individual and their work well and can provide further supporting evidence for their application. This can be their line manager or another senior level sponsor

Form A: Candidate Application closes 13.10.23

Form B: Equal Opportunities - 13.10.23

Stage 2: Organisational nomination- deadline 10th November 2023

Each organisation will review all candidate applications and identify the individuals they deem as ready now for the programme. These individuals will then be nominated by their organisation to participate in ESLP.

Form C: Organisation Nomination 31.10.23

Stage 3: Development & Career Planning Day 7th December 2023

The Career Day is designed to help nominees get further insights into their strengths and what might be useful to work on to support their progression to more senior levels.

Pre-work will be part of the Career Day.

Stage 4: Development plan deadline 5th January 2024

After the Career Day participants will be asked to submit their proposed personal development plan. This is an opportunity for participants to demonstrate understanding of their strengths and development needs, designing a clear development plan that will help them learn and grow over the next year.

Form D: Personal Development Plan

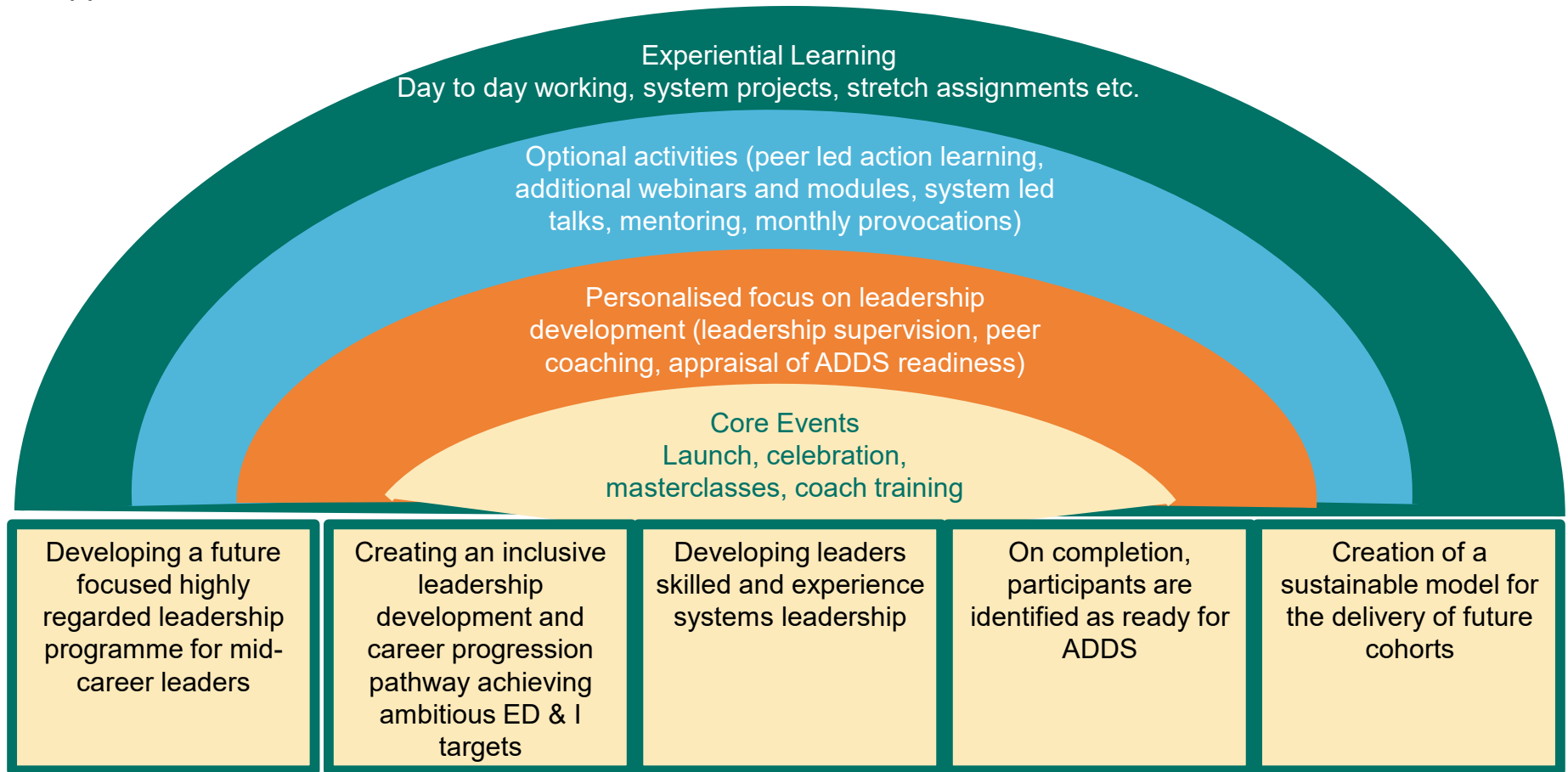


ESLP timeline dates



ESLP Programme Overview

The diagram below provides an overview of the structure of the programme and the outline timing of delivery of the various elements. Each element is then described separately, providing a detailed account of our approach.



ESLP Core Activities

Career and Development Centre
Cranfield Management Centre
7th December 2023

ESLP Launch Event
TBC
1st February 2024

Masterclass 1
Self as a leader
5th March 2023

Masterclass 2
Leading Leaders
21st May 2024

Masterclass 3
Inclusive Leadership
2nd July 2024

Masterclass 4
Strategic Thinking
11th September 2023

Masterclass 5
Systems Leadership
12th November 2024

Masterclass 6
Service Transformation
28th January 2025

Coaching skills Residential
2-days
23/24th April 2024

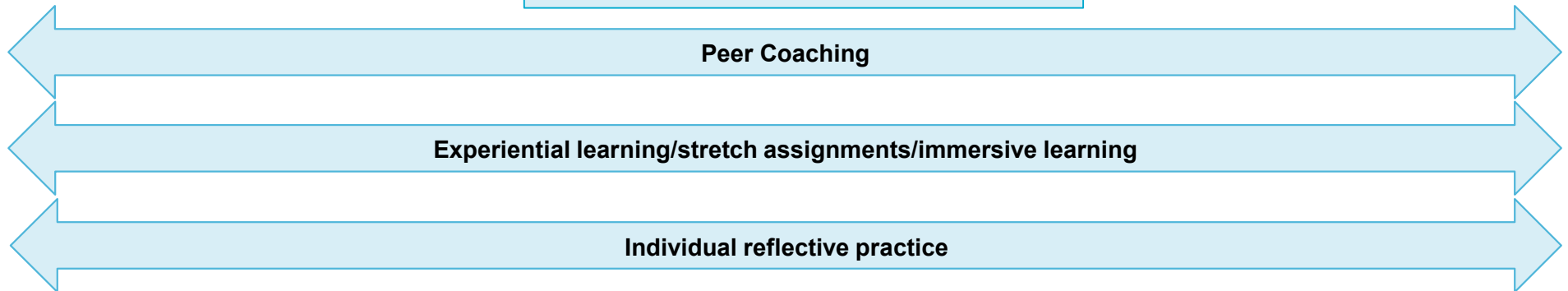
Leadership Supervision 1
June 2024

Leadership Supervision 2
October 2024

Leadership Supervision 3
December 2024

Leadership Supervision 4
February 2025

Celebration Event
26th March 2025



**There may be some opportunity to change the topics to suit the groups specific development needs.*



ESLP Core Activities

Core Activities: Participants are expected to participate in all of the following activities.

Launch Day: Formal Kick-off day of the programme

Coaching skills development: 2-day residential to build knowledge, skills and confidence in coaching as a leadership skills and begin the peer coaching programme

- 1) 6 Leadership Masterclasses: 1-day workshops on leadership topics to develop you as an emerging system leader, including
 - a. Self as a leader
 - b. Leading Leaders
 - c. Inclusive leadership
 - d. Strategic Thinking
 - e. Systems Leadership
 - f. Service Transformation

Peer coaching: participants will be required to practice your coaching skills with each other through 1:1 peer coaching. focussed on your personalised leadership development agenda and delivering on the objectives of your PLDP. It is expected that coaching pairs will meet monthly.

Leadership Supervision: 4 online sessions facilitated by a Leadership Coach, providing a targeted, leadership-focussed intervention which can be personalised to your individual needs and will support you to bridge your learning with your experience and mature significantly as an emerging system leader.

Celebration event: Formal closing of the programme



ESLP Optional Activities

System Mentoring 1
May 2024

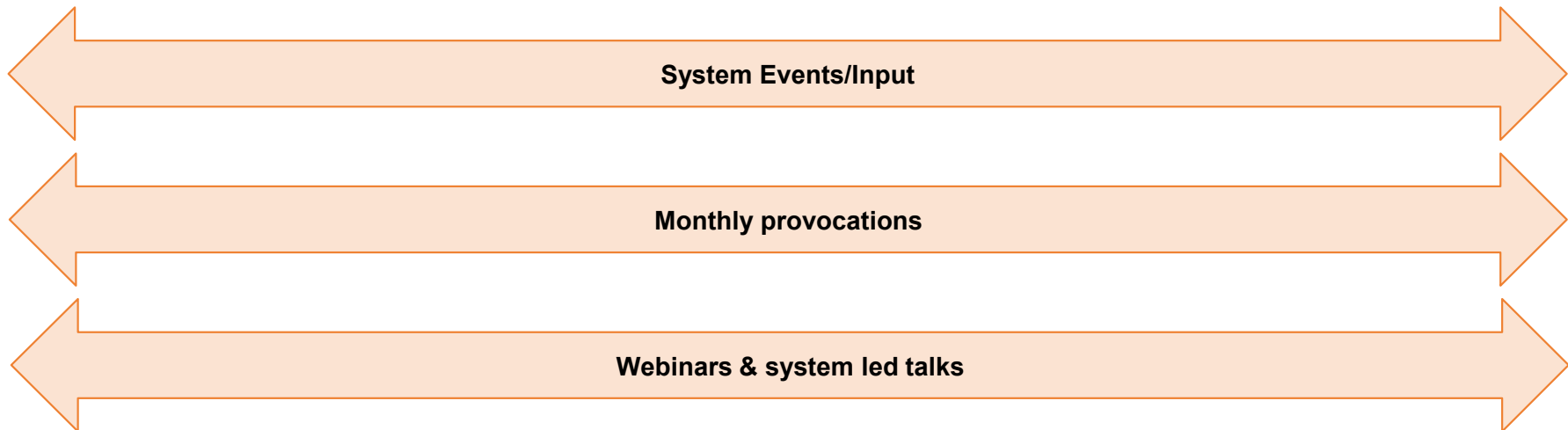
System Mentoring 2
October 2024

System Mentoring 3
February 2025

Action Learning Set 1
April 2025

Action Learning Set 2
August 2024

Action Learning Set 3
November 2024



ESLP Optional Activities

Optional Activities: Participants are encouraged to choose which of the following activities will support them to achieve their personal development goals that they can commit to attending during the programme. It is expected that participants will identify a minimum of 3 of the following activities.

Participant-led Action Learning: training on how to facilitate Action Learning will be provided in the Core Masterclasses and you will be supported to form self-directed peer Action Learning groups during the second half of the programme. It is expected that this can be an ongoing mechanism for learning and development beyond the programme end. Groups will choose how often they would like to meet.

System Mentoring: Experienced leaders from your system eg HRD, ADDS alumni, will be available as Mentors to provide additional support, guidance and sharing of their knowledge and experience. You will be given the opportunity to choose if you would like a Mentor and it is expected that you will have a minimum of 3 sessions during the programme.

Additional webinars: Up to 4 online facilitated webinars on leadership topics tailored to your participant group needs.

System-led events/inputs: A series of short online sessions delivered by system leaders or curated materials to support your learning and making the transition as an emerging systems leaders

Monthly leadership provocations: A series of curated leadership provocations sent by email to support self-paced learning throughout the programme.



Experiential Learning

The day-to-day engagement where individuals generate experience, try out new ideas, learn on the job, etc.

Personal Development Plan

We will work with you to create a template and ensure that all participants understand the importance of, and remain committed to following a well considered, appropriately structured PDP. This will be positioned as a “living” document that participants will prepare at the beginning of the ESLP (incorporating the findings from careers conversations, feedback, psychometrics, etc), and continue to work on throughout the ESLP, personally, with peers, with mentors, and their organisational stakeholders.

Day to day role and application of learning

We will work with participants to see how their day to day roles create a rich environment to think about their leadership development, apply their learning, try out new approaches and reflect on impact. As this element forms the largest (70%) of the learning experience, we have designed specific elements (leadership supervision, peer coaching, action learning) to form a bridge between the core events and the experiential learning reality of the programme.

System projects

While we recognise that the content of individual PLDPs will vary and will be organisationally contextualised, where possible we would advocate for participants to have opportunities to work and learn across the system. This might involve for example, collaborating with colleagues in different organisations, supporting an ICS initiative, or working on a formal system project.

Stretch assignments

Each individual and their organisation may consider integrating a stretch assignment or work placement into their PDP. This would be designed to support the individual to develop greater skill and experience in a specific area to further develop their leadership capacity and readiness to lead.



Interested to find out more?

If you would like an informal chat and
further information about the
Emerging System Leaders Programme
talk to
Your HRD/ESLP lead in your organisation.

