



People

Arup with East Midlands Leadership Academy (EMLA)

The NHS needs effective, resilient leaders who can improve services for patients, carers and other service users. So the East Midlands Leadership Academy (EMLA) wanted a programme that would foster a more compassionate leadership style, combining empathy and resilience to produce inspiring, practical and resourceful leaders.

Arup's Emerging Leaders Programme has enabled delegates to create and lead change in the face of challenges such as financial pressures and the ageing population.

Working in high-pressure roles with insufficient funding to realise their objectives, many participants arriving on the programme were low in confidence and feeling overwhelmed.

Following a bespoke approach, each delegate received one-on-one, personalised support throughout the 9-month programme. Delegates worked through real-life leadership situations with occupational psychologists and experienced NHS facilitators. The approach used group work, individual counselling, guest speakers, action learning, projects and sponsor support.

Through this the participants gained the skills, experience and tools they needed to successfully lead changes such as developing a service, streamlining a process or finding efficiency savings. Sponsor-supported projects enabled participants to apply their learning throughout, ensuring the programme had a profound and lasting impact.

In the words of the delegates:

"It has supported me to make the transition from patient-facing to leader of a team. It has given me confidence, and I am now in the process of applying for positions that I would never previously have considered."

Arup's close relationship and long history with the client enabled the team to design a programme that adapted to changing circumstances, and that reflected the difficulties delegates face in a public sector organisation of this size.

This was particularly important because the client's key project manager was also a delegate on the programme, creating an unusual dynamic. By taking on this dual role, the client saw the programme from the inside, giving her valuable perspective. And through collaborating with the team she was able to shape the direction of particular sessions to ensure everyone would get the most from them.

The delegates generated a range of projects to which they applied their learning, including ideas that would add value, improve the quality of care, streamline services and realise efficiencies. One delegate's innovation is projected to generate savings equal to the starting salaries for three fully qualified nurses. The consultants helped each delegate find a way to apply their learning - in many cases to their personal journey and to their careers. This personal attention was a key feature of the programme. The successes that these people have experienced have brought huge benefits to the NHS in the East Midlands. They are now leading teams and leading change in their organisations, creating a more responsive and efficient NHS for patients across the East Midlands.