



Leadership Academy

North East and Yorkshire



The Leadership Journey

Professional Learning Passport

Welcome to the Leadership Journey

This Professional Learning Passport (PLP) is offered as a tool to help you in your personal and professional development. This is not intended to replace any Talent Management, Appraisal documents etc. used within your employing organisation. It is positioned as a support to these processes, and we encourage sharing with your line manager, appraiser, etc.

The purpose of the PLP is to:

- Enable clear and open conversation around your leadership development
- Enable clarity for you and your line manager/appraiser around developments accessed, the learning impact of these, and future development needs.
- Support you in planning a structured learning journey. This could also support revalidation processes where applicable, but the PLP is not intended to replace any elements of this.

What next?

Please fill out the PLP with any information that you wish to share with your line manager. You may find it helpful to complete a self-assessment to establish your starting point, and to help identify learning goals. The [Healthcare Leadership Model](#) self-assessment is free to access and is applicable to health and care staff in any role or organisation.

- This passport does not replace any appraisal, talent management or revalidation processes you may need to complete in accordance with your role and/or professional registration.
- The passport should be completed by you after accessing sessions offered by NELA. Development accessed elsewhere can be recorded, but these will not form part of the Leadership Journey framework.
- Some longer programmes use an applications process; use of the PLP does not replace any applications processes

All current offers are advertised via the NEYLA [website](#). If you have any questions, please email the NEYLA team at cdda-tr.NELAcademy@nhs.net

**Jo will request the PLP via the NEYLA website.
This section will be completed, and discussed in
their next 1:1**

About You

Your name	Jo Sample
Preferred name and pronouns	Jo (they/them)
Employer	Anytown NHS Trust
Job title	OD Facilitator
Appraisal and/or revalidation date(s)	August 2023
Most challenging aspect of your current role?	Engaging individuals in team developments who dont want to be there Being able to recognise my real impact and believe the good feedback as well as the bad
Proudest moment in current role?	Designing my first team away day and delivering the session. I needed a co-facilitator, but I was proud of myself that it felt like “my plan” that was in use
Proudest moment in a previous role?	Supporting new staff, especially an apprentice who struggled with the role when they first joined but went on to be an amazing team member.

Leadership Journey Framework



The 3 Pillars

The Leadership Journey is intended to help you identify a range of workshops and programs which best meet your needs. Offers from NEYLA will be identifiable on the website under one of the three pillars

1. **Leading Self:** Self-leadership focusses on building the ability to identify personal goals, and focus your own thoughts and actions toward achieving these. This does not mean that you have a clear career pathway, and can see exactly what needs to be achieved to reach this goal. Nor does it mean you must do everything independently. Effective self-leadership can include recognising strengths, and areas to develop, alongside identifying a coach/mentor to support thinking.
2. **Leading Others:** Leading Others can be defined in its simplest form as influencing others to follow. Putting this into practice requires skilful and intentional responses which support others, create a compelling vision, explore differing perspectives and experiences and work to establish effective solutions.
3. **Leading for Quality:** Leading for Quality can be defined as the act of guiding and supporting others to deliver on the vision, and to identify opportunities to assure safe and reliable services. Service improvement requires people and

processes to change; effective leadership enables this. Supporting change processes lies at the heart of every service improvement regardless of the scope; the impact of leadership within this is creating and maintaining a sense of shared endeavour, within which individuals, teams and communities are engaged.

Jo will agree their leadership level with their line manager/appraiser. This will indicate which pathway of the leadership journey Jo will follow

Starting Point

For the purposes of the Leadership Journey, we have aimed to consider the breadth of roles across health and care. These definitions are not based in AfC banding or job title; they are a descriptor of the requirements of your role, and the leadership you are asked to provide. Users of the PLP will self-define their current route, but it is advised that this is discussed with your line manager and linked to your appraisal and/or Talent Management conversations. Due to the variation across roles and organisations, NEYLA staff cannot offer guidance as to how this is defined.

- **Emerging Leader**: An emerging leader is anyone who does not currently hold a position of formal authority, either in management of other staff or work products. It may also be anyone who is in a first time leadership or management role, and has been in this post for less than 12 months.
- **Established Leader**: An established leader is anyone who has been in roles of formal authority for 12 months or more. They may not be a direct line manager, but the role could include responsibility for coordinating work and projects, budget management, evaluation and data reporting.
- **Senior Leader**: A senior leader would generally be someone who has strategic level influence, and could be acting as deputy for someone currently at Executive Level (e.g. deputising at Board meetings). They will have responsibility for a specified budget at team or directorate level
- **Executive Leader**: Executive leadership is focussed on key strategic roles within an organisation, which could include directorate or organisational budget management and sponsorship/sign off on current and future work projects. An aspiring executive would generally be someone who wishes to step into this level of strategic influence, and would be identified as currently being at Senior Leader level.

Your Leadership Journey

Once the self-assessment has been completed, and a talent management and/or appraisal conversation has taken place your journey will commence. The PLP is self-managed, but after attending your first workshop (or session if attending a longer programme) please contact the NEYLA team and your access code for the Leadership Learning Zone will be provided. This is an additional range of e-learning resources; there is a suggested “reading list” aligned to each leadership route, but any modules of interest can be accessed.

Please keep a record of sessions attended using the table below. As the route is completed, you will be able to access a 360 or leadership impact assessment. Emergent and mid-Level leaders will be offered a funded HLM 360, Senior and Executive leaders will be offered a Hogan Assessment (please be aware that the actual assessment tools offered may change). This record will be checked by NEYLA staff when requesting a leadership assessment. Please be aware that some developments will not count toward the PLP

- Mary Seacole
- ILM5 Coaching and Mentoring
- Any of the core leadership programmes coordinated by the national team (Elizabeth Garrett Anderson etc.)
- Workshops not delivered via NEYLA
- Network events (e.g. Coaching Network, OD Network)

My Leadership Journey

Emergent – Compete 1 session from each pillar over 12 months

Mid-Level – Complete 2 from each pillar over 18 months (to include 1 leading self from the Emergent Pillar)

Senior – Complete 2 from each pillar over 18 months (to include at least 1 session from the Executive Pillar)

Executive - Complete 2 from each pillar over 24 months

The leadership level will guide Jo in how many workshops are required for their leadership journey

Leadership Level (this should be agreed in partnership with your line manager/appraiser)

Emergent – I've been in post in the OD team for 9 months, and still feel I have lots to learn about the job

DATE(S) ATTENDED	WORKSHOP/PROGRAMME TITLE	LEADERSHIP PILLAR (delete as required)			REFLECTIONS & LEARNING POINTS
01/02/23	We Are All Leaders	SELF	OTHERS	QUALITY	Enjoyed the sessions, but the ebook use afterwards helped me think about how I lead, and how I want to have an impact in this role. I can see I need more development in this (maybe Mary Seacole??)
01/03/23	MAC: Everyday Coaching	SELF	OTHERS	QUALITY	Great way to recognising what I already know, but paying attention to how I do this. This will really help with my facilitation and engagement skills. I've also accessed the coaching unit on the LLZ to build on this.
01/04/23	Leading as an Informal Leader	SELF	OTHERS	QUALITY	This has really helped me to think about how I influence, and when I can apply this most effectively
01/05/23	Essentials of Project Management	SELF	OTHERS	QUALITY	I know more about this than I realised having worked in the business team previously. I can use this to help me plan more effectively for team sessions if I think of stuff as small projects
01/06/23	Essentials of OD	SELF	OTHERS	QUALITY	Run by Do OD. This has given me great insight into the OD role and processes. This has made me see how I can benefit from a coach in this role – I'll be registering with the coaching hub to access this

Jo updates this, and learning is discussed in 1:1 etc

Jo will confirm with NEYLA this was attended. They will then have access to the LLZ

Jo now contacts NEYLA. Their attendance is checked, and access to an HLM360 is set up

This session is not run by NEYLA so does not count toward PLP activity, but is relevant to Jo's ongoing professional development

		SELF	OTHERS	QUALITY	
		SELF	OTHERS	QUALITY	