

NATIONAL
LEADERSHIP
CENTRE



Public Leaders Programme

2021/2022

Residential One:
Session and Speaker
Information

Cohort 2



Welcome to the NLC Public Leaders Programme

Residential 1 – Session and Speaker Information

This document provides key details about the event including session information and speaker information.

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About the National Leadership Centre

The National Leadership Centre was launched by the Government in 2019, and it works across UK public services, with senior leaders in the Civil Service, local government, health, education, police, military and others. The NLC works only with the most senior leaders, typically those who have recently reached Chief Executive level or equivalent. Given this scope, the NLC also plays a coordinating and convening role across service-specific leadership academies, including the Defence Academy, National Health Service Leadership Academy, Civil Service Leadership Academy, as well as Solace and the Local Government Association.

Since July 2020, the NLC has integrated with other functions engaged in training, career pathways and skills, to establish a 'Government Skills and Curriculum Unit'. Its goal is to realise the Learning Campus vision of a 'core curriculum', universal to specialist, entry level to senior leader, defined with and through Departments, Professions, and Academies.

The NLC programmes, and contribution to the design and delivery of formal and informal training, will break down barriers between Policy and Operations, between London and the rest of the country, and between Civil and Public Service. The Unit's Leadership Advisory Board is chaired by Dame Sara Thornton.

The NLC aims to help senior leaders work together to improve public services, by supporting increased collaboration and innovation across the whole public sector system.

The NLC has three core objectives:

1. Demonstrably improve the quality of public service leadership;
2. Facilitate effective collaboration between public service leaders, and;
3. Through research, improve the understanding of public sector leadership and its relationship with social and economic outcomes.

Our work has three strands:

1. **Programme** - three intensive professional programmes: the flagship NLC programme for around 100 top public service leaders, the Accelerate programme for 20 high-performing ethnic minority public service leaders and the Catalyst programme for 20 senior leaders with a disability and/or long-term health condition.
2. **Network** - a professional hub for all public service leaders, not just those served by the programme, to support communication between leaders and subject matter experts.
3. **Research** - to better understand public service leadership and the impact of the NLC.

We define success as:

- Demonstrably improving the quality of leadership of public services.
- Facilitating wider and more effective collaboration between public service leaders.
- Helping public service leaders to become more resilient, more adaptive to change and more innovative.
- Improving the understanding of public sector leadership and its relationship with social and economic well-being.

About the NLC Public Leaders Programme

Over the course of two residential modules and the systems improvement project, the NLC Programme aims to:

- Enhance your knowledge and expertise as CEOs facing complex systems challenges;
- Build strong connections between your peers;
- Inspire and encourage measurable improvements in public service delivery.

Residential 1 Overview

Monday: Personal Leadership

They always say to put your own oxygen mask on first before helping someone else. Day 1 of the programme encourages you to reflect on your own strengths and development areas in order to deepen resilience, increase operational effectiveness and create strategies for operating under ambiguity. You will also have the opportunity to critically evaluate your lifestyle approach, and to understand the impact this has on your wellbeing and stress levels as well as adjustments that you can make to feel happier and healthier.

Session 1: Introduction and Overview National Leadership Centre

This session will introduce you to the National Leadership Centre and the programme, as well as offer the opportunity to start to build relationships with fellow delegates.

Session 2: Personal Leadership in a VUCA World Karen Ellis and Christopher Pietroni - Birmingham Leadership Institute

This session will encourage you to investigate and develop four inner 'meaning-making capacities' which support leadership in complex situations: sense-making, perspective-shifting, self-relating, and opposable thinking. For each of these capacities, we describe the process of 'upgrading' across four levels of development: the more developed the level at which we are operating in a given moment, the better prepared we are to cope with complex challenges. We will give specific guidance about what you can actually do to upgrade your meaning making as you go about your daily work. You will be offered the opportunity to do some substantive work on a personal leadership challenge of your choosing using a guided small group peer-consultation process.

Session learning objectives:

- Deepen understanding of what hampers curiosity and questioning in VUCA environments and how it can be enhanced;
- Develop a working understanding of the significance of four key capacities in assisting this process and how they can be used to upgrade individual and group capacity for complexity;
- Support individual development by applying at least one of the four capacities as they relate to curiosity and questioning to a live systems leadership challenge faced by individual participants;
- Encourage participants to consider how they can continue to enhance their curiosity and questioning in leadership and build their capacity for complexity.



Christopher Pietroni

Christopher's work focuses on leadership and change in complex systems with a particular interest in applying and adapting insights from narrative, framing, movement building and adaptive leadership.

Working in the UK, US and Europe he leads a number of senior executive and graduate development programmes and post-graduate teaching/Exec Ed as well as consulting widely.

He is a long-time collaborator with Prof Marshall Ganz and in 2016 was a member of Prof Ron Heifetz's adaptive leadership teaching team at the Harvard Kennedy School of Government.

Christopher has been a Senior Fellow at the Leadership Centre and a Senior Associate at the Kings Fund. In 2017-18 he was Fellow of Practice at the Blavatnik School of Government at the University of Oxford and he received the Lucius N. Littauer Fellowship from the Harvard Kennedy School in 2010.



Karen Ellis

Karen is an independent consultant with 30 years' experience of developing individuals, teams and organisations in the public sector, professional service and new technology sectors. She specialises in the use of constructivist ('vertical') development theories to help senior leaders and high potentials to expand their mental capacities, emotional intelligence and relationship skills, working with live challenges and strategic change. She has recently co-authored two books in the field 'Upgrade: Building your capacity for complexity' and 'Making meaning together: A guide to collective systemic change'.

Karen has spent the last 20 years in coaching and development based on what is now known as 'vertical development'. She started her career 30 years ago in 'Big Six' management consultancy, with time at Accenture and KPMG. After a few years, she realised that success of new initiatives depended primarily upon the capacities of the people in the client organisation, rather than the content of the consultancy. As a result, she decided to embark on a learning journey into individual psychology and therapy as well as organisational and group change strategies. She has increasingly focussed on the practical and pragmatic use of adult development theory in her client work.

Monday: Personal Leadership (continued)

Session 3: Reflect, Realign and Recharge

Simon Shepard - CEO, Optima Life

We live in unprecedented times; change has been abundant, everyone has been affected and there is still much that is unknown. For many, survival has been based on adrenaline and delivering the 'functional', however, many organisations and individuals are now starting to see how draining this has been – the emotional health of the workforce is being stretched, and burnout in leadership is becoming more prevalent.

This session will encourage you to:

- Take stock and reflect back on what you have learnt about yourself and your organisations;
- Explore the art and science of resilience;
- Reflect on how you are looking after yourself;
- Create some meaning around why, at a highly personal level, you should look after yourself.

In addition, you will be provided with a Bodyguard monitor that you can wear for up to 5 days following the event. This objective approach will provide the basis for you to evaluate all the factors that are impacting your resilience and lead on to a one-to-one coaching session where you will be able to explore how you can best look after yourself.

Session learning objectives:

- Ensure delegates understand how they really are looking after themselves;
- Explore some of the Key Human Performance Indicators (KHPIs) that are so often the catalysts for energy, performance and success;
- Provide a number of ways to explore the energy and focus of delegate organisations.



Simon Shepard

Simon Shepard is often described as a nuisance. He has worked at Lord's cricket ground for the past 30 years, firstly as a physiotherapist, and for the past two decades as head of player health, wellbeing and sports science for Middlesex CCC and MCC. Alongside his work in sport, he has delivered coaching and training to organisations that consider their people to be a valued asset. He spends a considerable amount of time working with NHS staff, where his message is clear – the carers of today need to look after themselves if they are not to become the patients of tomorrow.

His approach uses a combination of data and storytelling to address the Key Human Performance Indicators (KHPIs) and with over 6.0 billion data points that reflect the UK's workforce going about its day to day life, he underpins messages with science to ensure that the subjective view is accompanied by objectivity. The outputs are people who are energised, teams that are focussed and organisations that are resilient.

He recently published *The Battle for Balance*, and as for the 'nuisance' bit, whilst he sometimes does get under peoples' skin, more than anything his ideal day is to help you understand yourself better and ultimately allow you to get under yours!

Monday: Personal Leadership (continued)

Session 4: After Dinner Discussion – Personal Resilience and Wellbeing

On the first day of the NLC programme, you will explore your personal leadership, your capacity to lead through VUCA (volatility, uncertainty, complexity, and ambiguity) environments, and the importance of purposefully considering resilience and wellbeing as a leader, both for yourself and others.

This after dinner presentation and discussion will focus on leading through difficult circumstances and offer new insights through sharing personal experiences.



Sir Kenneth Olisa OBE

Ken is Founder and Chairman of Restoration Partners, the boutique technology merchant bank and architects of Inogesis formerly known as The Virtual Technology Cluster model. Ken's technology career spans over 30 years commencing with IBM, from whom he won a scholarship while at Fitzwilliam College, University of Cambridge. In 1992, after twelve years as a senior executive at Wang Labs in the US and Europe, Ken founded Interregnum, the technology merchant bank. He was elected as a Fellow of the British Computer Society in 2006.

He is currently Chairman of Interswitch (Africa's largest e-payments company). He is a former Director of Thomson Reuters, a former deputy Chair at the Institute of Directors and Eurasian Natural Resources Corporation (ENRC) where he coined the famous epigram "More Soviet than City" to describe the manner of his departure.

Ken is a Freeman of the City of London, Liveryman and Past Master of the Worshipful Company of Information Technologists, Patron of Thames Reach (for which he received an OBE in 2010), and Chairman of charity Shaw Trust. He was an original member of the Postal Services Commission (PostComm) and the Independent Parliamentary Standards Authority (IPSA) and is the Founder and Chairman of the Aletto Foundation. He is a past Sunday Times Not for Profit Non-Executive Director of the year and was named Number 1 in the 2016 Powerlist's roster of the UK's most influential black people. In 2013 Ken and his wife, Julia, endowed the Olisa Library at his alma mater Fitzwilliam College, Cambridge. In 2015, Her Majesty the Queen appointed Ken as Her Majesty's Lord-Lieutenant for Greater London and he was knighted in the 2018 New Year's Honours List for services to business and philanthropy. Sir Ken is President of London Youth, a member network of 450+ community youth organisations working across London, supporting tens of thousands of young Londoners each year through their sports, arts, employment and social action programmes and outdoor learning at their residential centres in East Sussex and Buckinghamshire.

Tuesday: Professional Leadership

To be able to operate successfully in a VUCA environment, public sector leaders need to have the skills to adapt to a rapidly changing world, work collaboratively with leaders from different backgrounds, have the knowledge and confidence to question decisions and accepted ways of doing things, and behave in an ethical way that always puts the interests of the public first. This is especially important when leaders are required to respond to crisis situations such as the current Covid-19 pandemic. Underlying these skills are complex psychological and emotional processes such as cognitive bias, cognitive diversity, and the effect of scrutiny and pressure on decision-making. Day 2 of the NLC Public Leaders Programme focuses on these areas, and aims to develop delegates' capacity to respond to the unknown.

Session 1: The Psychology of Dealing with Intense Scrutiny During a Crisis

Dr Mike Drayton - Saïd Business School, University of Oxford

This session will explore the psychological and emotional response to a crisis, specifically the impact of intense scrutiny on leaders from the media and public, as well as scrutiny received through formal processes and boards such as the Public Administration and Constitutional Affairs Committee (PACAC). It will also provide you with practical advice on leading through crisis, using the Person / Role / System framework:

- Person: What am I bringing to the table? (skills, experiences, strengths, weaknesses)
- Role: What am I responsible for? What is the task I have to do?
- System: How do my decisions, behaviour and actions impact on the wider system?



Dr Mike Drayton

Dr Mike Drayton is an executive coach, organisational consultant and clinical psychologist. He coaches on the Executive MBA and Oxford High Performance Leadership Programme at Saïd Business School, University of Oxford.

Mike is a Fellow of the UK Cabinet Office Emergency Planning College, specialising in psychological resilience and leading under pressure. He is the author of 'Anti Burnout: How to Create a Psychologically Resilient and High Performance Organisation'. Mike was educated at LSE, Oxford Saïd Business School and the University of Birmingham.

Tuesday: Professional Leadership (continued)

Session 2: Effective Media Interviews in Good Times and Bad

Siôn Taylor, Feisal Ali, Sean Browne, Ingrid Kelly and Mark Killick
Media Zoo

With a rich mix of theory and practical exercises built around true-to-life scenarios, this session will equip you with practical tools that you can use straight out of the box - tools that will enable you to get onto the front foot and win any media interview, however challenging.

Media Zoo uses a unique methodology to ensure your media interviews are strategically driven and as effective as possible. This goes beyond the usual repertoire of body language and how to say something, and will teach you a repeatable process to establish what to say for maximum impact. We put clients in front of journalists every day, so we know our system works in the real world.

The session covers good news and crisis comms, 1-2-1 interviews, doorstep interviews, holding statements and press conferences. We'll show you how to prepare in a focused time-efficient way, how to work out the exact phrases to say to deliver your desired outcomes, how to handle difficult questions and how to keep the journalist on the agenda that works for you.



Siôn Taylor

Siôn is Senior Media Counsel at Media Zoo. His work with clients includes strategic communications and messaging, media training, speeches & presentations, and crisis comms & issues.

Siôn works with clients across a diverse range of sectors, in the UK, Europe and worldwide. This includes finance, pet-chems, government, education, charity, automotive, pharmaceuticals, retail, media, energy, sport, and advertising. He works with senior and board-level executives, and recently interviewed Sir John Major and President Bill Clinton.

Recently he has developed a range of bespoke leadership training courses adapted from media management techniques. These help leaders to develop and manage personal impact, and help organisations change the conversations they have internally, which in turn transforms culture.

Siôn has been with Media Zoo since 2008. He joined from the BBC where he was a senior producer and journalist for 12 years. Highlights included an investigation which concluded with Siôn finding himself in possession of a fully grown lion in the back of a Transit van...



Feisal Ali

Feisal is a senior media counsel specialising in leadership-level strategic messaging, media training and crisis support for sovereign governments, transnational corporations and charities.

He has worked extensively with leaders in the public sector, including a minister of state, senior diplomats, leaders in the Ministry of Justice and the Department for Business Innovation and Skills, the Registers of Scotland and the Welsh Office, and the Information Commissioner's Office.

Feisal is a multi-award winning journalist with extensive experience of national newspapers, trade journals, and broadcast, having spent 14 years at the forefront of campaigning investigative journalism at the BBC and ITV.

As a registered psychotherapist, Feisal also helps corporate and public sector leaders manage anxiety and pressure surrounding media interaction and public speaking.



Sean Browne

Sean is an experienced media trainer, journalist and executive producer with 26 years' experience in the British media.

Sean specialises in crisis management, helping organisations to protect their brand and reputation whilst ensuring the desired messages are reported in local, national and online media. Having worked in print, radio and TV, Sean knows how to work with an organisation's management team to ensure critical personnel are media savvy and are confident at speaking to journalists in both crisis and non-crisis situations.

As a news and current affairs journalist Sean won an RTS Award for Best Current Affairs Programme. He worked on flagship national news and current affairs programmes including BBC News, Panorama and Tonight with Trevor McDonald.

In his corporate communications career Sean has worked with organisations ranging from charities and NGOs through to national and multinational companies in the UK and across Europe. Sean is used to spearheading campaigns that increase awareness and engagement with target audiences through the most effective channels.



Ingrid Kelly

Ingrid is one of the UK's most experienced investigative journalists. She started out on Fleet Street working for a range of tabloid newspapers, covering stories such as Michael Fagan, the man who sat on the Queen's bed. Ingrid then moved into broadcast investigative current affairs, where she worked on programmes including File on 4, World In Action, The One Show, Inside Out, Tonight with Trevor McDonald and Panorama where she was deputy editor.

Ingrid has broken many headline-grabbing stories including the post office's wrongful prosecution of postmasters, MP's expenses and cash for questions to name just a few. Ingrid joined Media Zoo in 2016. She has worked with a wide range of companies and organisations, helping their spokespeople to perform effectively on camera, and preparing them for print, radio and TV interviews.

Tuesday: Professional Leadership (continued)

Session 4: After Dinner Discussion – Dealing with Intense Media Attention

On the second day of the NLC programme, we explore professional leadership through the media lens. This after dinner presentation and discussion will explore how to respond to intense media attention and scrutiny, through personal stories and reflections.



Elisabeth Buggins CBE

Elisabeth trained as a health service manager before leaving the NHS to look after three children with a variety of special needs. For 18 years she worked with the voluntary sector on local, national and European projects that interface with health services. Returning to the NHS, Elisabeth chaired a Trust providing community, mental health and learning disability services. Today she chairs Eastern Academic Health Science Network and GreenSquareAccord Housing Association. She has previously been a Non-Executive Director for Simplyhealth Group, the NHS Blood and Transplant Authority and chaired the UK Organ Donation Taskforce, publishing three major reports on ways to improve organ donation and now chairs the UK group established to oversee and sustain improvements. From 2002 – 2011 she was Chair of the local Strategic Health Authority before moving to Birmingham Women’s Hospital FT, taking it into the merger with Birmingham Children’s Hospital FT. In 2009, Elisabeth was appointed as Programme Lead for Board Development at the NHS National Leadership Council. Elisabeth received a CBE in the New Year’s honours list 2008 and has been appointed Deputy Lieutenant (DL).

She has a keen interest in social justice and helping people to thrive in communities as evidenced by being a leader in the Big Feed programme, chairing Walsall Refugee and Asylum Seekers’ Support Association, Walsall Homelessness Forum and as a member of the local Integration Board.

Wednesday: Systems Leadership

Putting the citizen at the heart of all we do is central to public service and the third day of the programme brings some of those citizen voices into the room. The day is centralised around the theme of systems leadership and you will have the opportunity to explore both system-wide challenges and collaboration through case studies and lived experiences. You will explore the idea of trust, how it is built, and how it can then feed into system-wide approaches to collaborative working and problem solving.

Session 1: Trust comes from being Trustworthy: - A Master Class in Building Trust as a Senior Leader

Professor Veronica Hope-Hailey, Forward Institute

We know that everything is made easier with “trust” and its absence makes everything harder. This was definitely the experience of senior leaders during the pandemic. In this session, we will examine:

- What it means to trust and the benefits of working in a high trust organisation;
- What it takes to be seen as a trustworthy leader in the eyes of followers;
- How senior leaders can build trust across their organisations;
- How leaders can build a network of trust and support for themselves beyond the boundaries of their organisation.

To discuss this with you, Professor Veronica Hope Hailey will draw upon the research conducted during the early stages of the pandemic in 2020 and her most recent interviews with senior leaders during the summer of 2021.



Professor Veronica Hope-Hailey

Director of Research and Policy at the Forward Institute, Former Vice President for External Engagement at the University of Bath and Dean of the University's School of Management

Veronica is a respected leader with senior management experience in higher education. She also has significant experience and knowledge of leading and implementing change across a range of organisations in the private, public and non-profit sector. In her different roles as manager, consultant, board member and trustee she has developed practical skills in governance, strategy development, and organisational design.

She has worked internationally and has insight into the challenges faced by organisations working globally. She was elected a Fellow of the Academy of Social Sciences in 2019. Fellows are distinguished scholars within the Academy which represents over 90,000 Social Scientists. She is Professor Emeritus at the University of Bath.

As a mother of five daughters, Veronica has a particular interest in developing opportunities for girls and women around the world. She is acutely aware of the challenges they face and how organisations of all kinds need to develop cultures and policies that support women in work.

Wednesday: Systems Leadership (continued)

Session 2: SafeLives Case Study

SafeLives is a UK-wide charity dedicated to ending domestic abuse, for everyone and for good. We work with organisations across the UK to transform the response to domestic abuse. We want what you would want for your best friend. We listen to survivors, putting their voices at the heart of our thinking. We look at the whole picture for each individual and family to get the right help at the right time to make families everywhere safe and well. We challenge perpetrators to change, asking ‘why doesn’t he stop?’ rather than ‘why doesn’t she leave?’ This applies whatever the sex of the victim or perpetrator and whatever the nature of their relationship.

Last year alone, nearly 13,500 professionals received our training. Over 70,000 adults at risk of serious harm or murder and more than 85,000 children received support through dedicated multi-agency support designed by us and delivered with partners. In the last four years, over 2,000 perpetrators have been challenged and supported to change by interventions we created with partners, and that’s just the start.



Suzanne Jacob

CEO, SafeLives

Having worked at SafeLives for three years – including two years as Deputy CEO – Suzanne became Chief Executive in December 2017. Immediately before joining SafeLives, Suzanne spent several months working in Delhi for Breakthrough India, an organisation which campaigns against violence and discrimination against women and girls. Prior to this, Suzanne spent nearly a decade with the UK Home Office. Here, she worked extensively on national security matters, established the National Crime Agency as a significant new part of UK law enforcement, and acted as Private Secretary to the Minister responsible for crime and policing. Suzanne worked for several years on security for the London 2012 Olympics, and was awarded an OBE in 2013 for her work on intelligence collection and analysis, and enforcement activity. Suzanne volunteered for seven years on the Victim Support helpline, providing first response for victims of all crime types.



Naomi Donald

SafeLives Pioneer

Naomi Donald is a survivor of teenage domestic abuse, a youth worker/mentor and founder of Protect Our Daughters and Sons (PODS) CIC aimed at educating young people about healthy relationships, exploitation and criminality. Additionally, Naomi provides consultancy, training and guest lectures at University College Birmingham covering topics on peer abuse, domestic abuse and trauma within inner city communities.

Naomi is based in the West Midlands and became a Pioneer for SafeLives in summer 2019 engaging in various opportunities liaising with a wide range of services and providers nationally. Naomi delivered training at the national leadership conference 2020 about the invisibility of Black girls experiencing domestic abuse and youth violence. Additionally, in her pioneer role with SafeLives she has been part of the co-creation for the My Story Matters project, exploring healthy relationships in young people, the incubator team exploring roots into harming behaviour and also co-facilitated recent roundtables with various organisations exploring help and support for men and boys.

Late last year, Naomi gained part-time employment with SafeLives as an authentic voice co-ordinator where her role is to create and consult a Young People's network to gather 1000 diverse voices about what is working well and what isn't in healthy relationship education.

Wednesday: Systems Leadership (continued)

Session 3: No Wrong Door

Janice Nicholson MBE, No Wrong Door

This session will look at the 'No Wrong Door' model, developed in North Yorkshire, for residential and edge of care for young people. You will explore what was needed to happen to bring the model to life and how it became business as usual as it was adopted in many Local Authorities (LAs). This session will also look at:

- Why we needed a system change
- The challenges and successes
- The importance of data and evidence
- Key learning points as other LAs adopt and adapt the model.

In addition we will look at the impact of Covid-19 on the model including:

- Agility in adapting to a different landscape
- What we needed to do differently
- How we overcame challenges
- Using collaborative and relational approaches to system change.



Janice Nicholson MBE

Strategic Lead – No Wrong Door (NWD)

Janice has extensive experience across youth, community, residential and edge of care services. The NWD model was developed in 2014 and was supported by the DfE Innovation Programme’s ‘rethinking care for adolescents’ strand. This unique approach to working with vulnerable young people has been evaluated and used to drive evidence-informed and improved practice across the UK and beyond.

Between 2019-24 the model and approach is being rolled out to additional LAs supported by DfE’s ‘Strengthening Families, Protecting Children (SFPC) programme.

Involved since the inception of NWD, Janice is a committed advocate of creative, innovative and flexible residential and edge of care support that keeps young people within their family or community and within North Yorkshire.

Janice is passionate about improving the life chances of young people who have had many challenges in their lives, through strength based, relational and restorative approaches. Integral to this is a strong belief that relationships are at the heart of practice across young people, staff teams, services and key partners. She believes that a vibrant ‘learning community’ is vital to this complex work and that skills, experience and resources can be shared and pooled, to not only benefit those we support but that also deliver improved and more cost effective services.

Janice was awarded an MBE for ‘services for children’ in the New Years Honours 2021.

Wednesday: Systems Leadership (continued)

Session 4: After Dinner Discussion

Leading Sustainable Change Through Uncertainty Across Systems

On the third day of the NLC programme, you will explore systems leadership through applied theory and best practice case studies. This after dinner presentation and discussion will consider further examples of systems leadership approaches, and the importance of trust, collaboration and using shared values to build bridges to the future from the past when working across systems boundaries.



Angela MacDonald

Deputy Chief Executive and 2nd Permanent Secretary
HM Revenue and Customs (HMRC)

Angela became HM Revenue and Customs (HMRC) Deputy Chief Executive and Second Permanent Secretary in August 2020. Angela is an Operations professional with 30 years' experience of service delivery, transformation and change in both the public and private sector.

Angela joined the Civil Service in 2009 to deliver reforms in Child Support. Following four years as a Director at DWP, leading service delivery and transformation, Angela moved to HMRC in 2017 and became the Director General for Customer Services. Before joining the Civil Service, Angela worked in a number of operational, sales and marketing roles at Aviva plc and its legacy companies. Angela was also a delegate on the first iteration of the NLC's Public Leaders Programme.

Thursday and Friday: Systems Improvement Project

Systems Improvement Project

Jina Melnyk, Teresa Roberts, Lotti Kierkegaard – Corndel

Steve Jobs once said, “If you are working on something exciting that you really care about, you don’t have to be pushed. The vision pulls you”. Whatever you might think of Steve Jobs and his leadership, this quote reminds us that we all have things that we do in our work and lives that we are passionate about; they are the things that get us out of bed in the morning.

This workshop will be an interactive and motivational start to your journey of systems improvement. You will be working in teams to create visions of the future that will set you on a path to solving some of the most pressing and complex challenges in our society. You and your team will decide together what you are collectively passionate about improving and then we will help you to start exploring the system and the people and processes within it using a philosophy, tools and techniques that will help you to stretch your curiosity and empathy to give you new perspectives and ideas.

About Corndel

Corndel is a multi-award winning specialist training provider that delivers transformational leadership, project management and data programmes for the UK’s largest and most prestigious organisations. They specialise in delivering inspirational professional development programmes that are bespoke to organisational objectives. At the heart of their approach is an extensive team of over 125 leadership, project management, and data experts who blend lived experience in senior leadership roles with coaching, facilitation, and recognised leadership concepts.



Jina Melnyk

As a former Chief Financial Officer, Jina has a great deal of business acumen and her career in the healthcare industry includes a successful track record in leading finance, human resources and operational sales teams during periods of high growth and significant change. She has worked with stakeholders across every department in business and appreciates the challenges of corporate dynamics and engaging people in driving change forward, including during mergers and acquisitions.

Alongside her depth of knowledge of the systems, processes and legal requirements for running a successful organisation, Jina holds a deep belief in the potential of people to achieve great things with the right leadership and direction. She is a trained and certified coach and performance consultant and has worked at board level as an executive coach and facilitator for several years. Her experience includes acting as Chair to a group of C-suite executives with Vistage UK, where she helped business leaders to navigate and make progress in topics they identified as critical to their success. Jina cares deeply about challenging fellow executives to think differently and develop their confidence through a co-active approach and sharing her personal experiences of the highs and lows of organisational performance.



Teresa Roberts

Teresa has 15 years' experience in leadership and management roles in the life sciences industry and, with her successful background in employee engagement and public relations, brings an additional depth of knowledge around stakeholder engagement and communications, which are vital for successful change projects. In her time in the life sciences industry, Teresa became a skilled facilitator, training in action learning facilitation and supporting tactical and strategic planning at departmental and company level. She has also managed and delivered a variety of projects in communications, cultural change and bringing products to the healthcare market.

Teresa left the life sciences industry five years ago qualifying as a business and personal coach shortly afterwards, taking her coaching and facilitation expertise into Corndel, where she has been developing and delivering leadership and management programmes for clients across a broad range of sectors. She has a special interest in neurobiology and human behaviour and is passionate about supporting individuals to develop their strengths and unlock their innate capacity to enjoy their work, be successful and remain resilient.



Lotti Kierkegaard

Lotti is a qualified and highly experienced trainer, coach and facilitator who has 1000s of hours of experience in facilitation and 1-2-1 and group coaching. She has worked with leaders in the UK and internationally across a wide range of industries, including media, fast moving consumer goods, healthcare and not-for-profit. She focuses on building trusting and listening relationships and her approach aims to combine critical, reflective and intellectual rigour with innovation, joy and insight. She enjoys helping create an environment of discovery. She has a particular interest in change at both the individual and system level, and successfully chaired the Senior Management Board at Great Ormond Street Hospital through a major change initiative.

Lotti's expertise in learning and development are greatly enhanced by her lived experience of project management and leadership. She has held senior positions in large media companies and successfully delivered a broad range of projects for clients in a number of sectors, from training programmes to digital strategy. Her clients come from leadership positions across Europe in a variety of multinational corporations and her background working with global stakeholders gives her unique insight into a variety of sectors.

National Leadership Centre Team Profiles



Lindsay Foreman
Programme Facilitator

Lindsay Foreman is a specialist in applying positive psychology to the world of work. With 20+ years of corporate change and transformation expertise, Lindsay's passion and dedication are in the field of personal and organisational development, with particular emphasis on people and process improvements.

Lindsay specialises in helping companies get the best out of their people and in helping people get the best out of themselves. She works extensively as an executive and group coach and is currently conducting doctoral research in the area of coaching and mentoring. Lindsay is also in training for her second Ironman triathlon due to take place on September 19th!



Vicky Elliott
Deputy Director, National Leadership Centre

Vicky oversees the teams in the NLC who deliver programmes and support networks for the most senior leaders in the public sector. She joined the team in 2020 having worked in a wide variety of roles and organisations across the civil service, ranging from supporting the Government Chief Scientific Adviser in his international work and driving education and research policy, to leading climate change trade missions and working with senior leaders on diversity and inclusion.

Outside work you might find Vicky in her local vegetarian restaurant and/or speaking and reading in French or German.



Hannah Datema

Head of Learning and Development

Hannah heads up our learning and development work and leads on the overall design, development and delivery of all NLC programme content. Prior to working at the NLC, Hannah primarily worked for the NHS, spending time at both the Strategic Health Authority and at Guy's and St Thomas' NHS Foundation Trust.

Hannah holds a Postgraduate Diploma in Human Resource Management, is an ACAS accredited mediator and also works as an executive coach. Outside of work, Hannah enjoys spending time with her nieces and nephews and is currently learning Dutch and German.



Emily Edmondson

Learning and Development Specialist

Emily leads on the design and delivery of the NLC Public Leaders Programme. Prior to working at the NLC, Emily spent 8 years working at a small Learning and Development consultancy designing and delivering learning interventions from Graduate to board level.

Emily is qualified in a number of psychometric profiling tools and spends her free time attempting to run long distances.



Peter Trussell

Learning and Development Specialist

Peter leads on design and delivery of the systems improvement project to be delivered as part of the Public Leaders Programme. He is also the Accessibility Lead for the team, and is on hand to support delegates with any reasonable adjustments they might need. Prior to working at the NLC, Peter worked at Rolls-Royce on their Human Resources Graduate Programme, and is currently studying to complete the Postgraduate Certificate in Human Resources Management.

Outside of work, Peter explores a few creative avenues, including podcast production, creative writing and drawing.



Mariesa Howlett

Learning and Development Specialist

Mariesa leads on the design and delivery of the Accelerate and Catalyst programmes for deputy CEO level leaders. Prior to joining the NLC, Mariesa worked at the Government Communications Service as the Professional Development Manager.

Mariesa is an Associate Member of the CIPD (Chartered Institute of Personnel and Development). Outside of work she sings in a choir, digs up weeds in her allotment and is vice-chair of her local parish council.



Ben Foley

Learning and Development Advisor

Ben supports the team in delivering all of our leadership programme modules. He manages correspondence through the Programme Enquiries Mailbox and supports the recruitment of programme delegates. He also produces brochures, podcasts and video content to compliment the leadership programmes. Before joining the NLC, Ben worked in the Cabinet Secretary's Office as a Correspondence, Business and Logistics Manager.

Ben likes to spend his free time honing his skills as a keen musician and enjoys an evening spent playing videogames with friends.

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