

NATIONAL  
LEADERSHIP  
CENTRE



# Public Leaders Programme

2021/2022

Residential Two:  
Information Pack

Cohort 2



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# Welcome to the NLC Programme Residential 2!

This document provides key details about the event including venue details, travel information, key contacts, session information, pre-work and further information.

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# Joining Information

## Hotel Information

Venue details: Radisson Blu Hotel Liverpool,  
107 Old Hall St, Liverpool L3 9BD

Telephone number: 0151 966 1500

Nearest train station: Liverpool Lime Street

For those driving, the hotel recommends the [Liverpool Capital Car Park](#). The address is: Fazakerley Street, L3 9DL. The price is £16.95 (or £14.95 if you use the ParkPass app) per 24 hours. Please be aware that there are no electric charge points on site.

## Engineering Works and Travel Updates

We recommend you check for planned train [engineering](#) or [roadworks](#) a few days before travelling

## Key Timings

Check-in is available from 15:00 on Sunday. A group dinner will be served in the restaurant at 19:30. The programme officially begins at 09:00 on Monday in the Kings Suite on Floor 1.

Check out is before 08:45am on Friday and there is a luggage room available near reception to store belongings before departure. The programme closes at 13:00 on Friday. Lunch will be available from 13:00 to either eat in the hotel or take with you on your journey.

We ask that delegates are in attendance for the full duration of the programme. Please make the NLC Programmes team aware of any planned or unplanned absences at your earliest convenience. We are not able to schedule additional sessions with those delivering the course and we therefore ask that you catch up with course material in your own time, if needed.

## **Dresscode**

Dress is business casual. By this we mean trousers/skirt and a shirt/blouse, but a jacket and tie are not necessary. Smart jeans are acceptable.

Access to the on-site gym and swimming pool is available so please feel free to bring appropriate clothing if you wish to access these amenities.

## **Contact with work and emergencies**

This will be a busy week and time is not built into the agenda for you to keep in regular contact with your office. We therefore strongly encourage you to make provisions in advance of the programme for a deputy to cover your responsibilities.

Please leave instructions with your offices for how to be contacted in case of emergency, and approach any National Leadership Centre staff if you have questions or require assistance.

The hotel will request details of your emergency contact on arrival.

## **Key contacts**

### **Emily Edmondson**

Learning and Development Specialist

07521 871 682

[Emily.Edmondson@cabinetoffice.gov.uk](mailto:Emily.Edmondson@cabinetoffice.gov.uk)

The team's shared mailbox is:

[nlcprogrammeenquiries@cabinetoffice.gov.uk](mailto:nlcprogrammeenquiries@cabinetoffice.gov.uk)

## **Covid - 19 Update**

The current situation surrounding Covid-19 measures is fluid and fast changing. We ask that you take account of the latest guidance in relation to issues such as testing and travel. You can find the most up to date information surrounding Covid-19 [here](#).

Please wear a facemask in line with guidance in place on the date of your arrival, and if you would feel more comfortable doing so. Hand sanitiser will be readily available. If there is anything else you need to feel at ease, please do let us know and we will do our best to accommodate you.

We will continue to monitor the Covid-19 guidelines and inform you if any extra precautions are needed.

## **National Leadership Centre Update**

The National Leadership Centre and Civil Service leadership programmes will become part of the new Leadership College for Government in April 2022.

Read more [here](#)

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# Day 1 Overview

## Monday: Harnessing Talent for Better Policy and Delivery

Research shows that teams with diverse thinking – a variety of experience, expertise, and opinions – are much better equipped to deal with complex problems. Day 1 of the programme will create the bedrock of understanding for the week. Through case study and exploration, delegates will consider their personal leadership responsibility for unlocking talent and diversity of thought in all quarters of the UK in order to best deliver policy for citizens. You will reconnect with one another before undertaking a series of sessions designed to illustrate the importance of learning from mistakes and developing cultures that harness cognitive diversity in the widest sense.

### **Session 1 - Introduction and overview**

Phil Garrigan OBE, Chief Fire Officer of Merseyside Fire & Rescue Service & the National Leadership Centre team

After a welcome from Phil Garrigan, you will have the opportunity to reconnect with one another.

### **Session 2 - The Power of Thinking Differently**

Matthew Syed, Laura Davies-Clare and Haydn Bratt  
Matthew Syed Consultancy

Growth Mindset is the beliefs, behaviours, and habits that consistently deliver an open attitude to personal development and growth, which continuously delivers high individual and team performance. The session will challenge how you optimise performance and embrace “...a willingness to challenge each other candidly, co-operate intensively and be open minded about what needs to change” in developing a Growth Mindset. In this session you will explore the practical application of adopting a growth mindset through

discussion and experiential activity, leaving with a toolkit of best practice that you can take to your own public sector organisations.

**You will:**

- Understand the real drivers of growth mindset and the behaviours and culture characteristics associated with high performance;
- Explore the impact of fixed vs growth mindsets on performance at an individual, team and organisational level;
- Disrupt current thinking by challenging how ability is conceptualised;
- Learn practical leadership techniques to instil a Growth Mindset culture.

This session will include a keynote speech by Matthew Syed - one of the world's most influential thinkers in the field of high performance and cultural change. Using real world case studies and examples, Matthew will define and explore a thought-provoking approach to growth mindset, diversity of thought and high performance in the context of a complex and fast-changing world. He will illustrate the tangible benefits to organisations and systems to be obtained from adopting this approach and how this can be used to support the government's aims of "championing a diversity of backgrounds and opinions" and priorities such as levelling up

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## Pre-work

Before the session, please spend about 30 minutes reflecting on the following questions, which will be discussed during the in-person session. This will help you to get the most out of the live session and also share your experiences with your colleagues.

### Growth Mindset Leadership Practises

- In what areas of life or work do you think you hold fixed mindset beliefs? i.e., believe that you can't really improve. Examples: maths, public speaking, influencing...
- In what areas of life and work do you think you hold growth mindset beliefs? i.e., believe that you can improve with effort and practice. Examples: maths, public speaking, influencing...
- What are some examples of where you have taken a growth mindset approach at work? i.e., examples of things that you have got better at with practice. Examples: technical knowledge or skills, building relationships, managing conflict.

### Harnessing Collective Intelligence

- Consider an example of both a homogeneous and a diverse team that you have worked in or with in the past. What were the pros and cons?
  - What challenges could benefit from more diverse thinking in your organisation?
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**Matthew Syed**

Matthew Syed is an author and highly acclaimed speaker in the field of high performance. He has written six best-selling books on the subject of mindset and high performance – Bounce, Black Box Thinking, Rebel Ideas, The Greatest, and his celebrated children’s books, You Are Awesome and Dare To Be You – and has worked with many leading organisations to build a mindset of continuous improvement. He is also a multi-award-winning journalist for The Times and The Sunday Times and a regular contributor to television and radio. In his previous career, Matthew was the England table tennis number one for almost a decade.

In his most recent best seller – Rebel Ideas: The Power of Diverse Thinking - Matthew argues that individual intelligence is no longer enough to solve today’s complex problems; to truly succeed we must harness the power of 'cognitive diversity'. Rebel Ideas uncovers the best-kept secrets of the world's most successful teams, bringing insights from psychology, anthropology and data science, whilst drawing on a dazzling range of intriguing case-studies. Matthew’s work explores a thought-provoking approach to high performance in the context of a complex and fast-changing world. By understanding the intimate connection between mindset and high performance, organisations can unlock untapped potential in individuals and teams, driving innovation and agility to secure a future-proofed environment.

Matthew is also co-founder of Matthew Syed Consulting (MSC); the company has worked with an impressive portfolio of clients to build growth mindset cultures and drive higher performance in individuals, teams and organisations. Matthew Syed Consulting’s cutting-edge thought leadership programme and digital learning tools are becoming a catalyst for real and lasting change within business and the public sector. Matthew also works very closely with the education sector to help improve mindsets in schools and young people. He is an active founding member of the charity Greenhouse Sports and an ambassador for the PiXL Educational Foundation.



**Laura Davies-Clare**

Leadership Consultant,  
Matthew Syed Consulting

Laura is a change and leadership development professional with extensive experience in both the public and private sectors. In addition to her work with Matthew Syed Consulting, Laura is also a Director at Future Considerations and Transcend Consulting, which are specialists in leadership and change. Her public-sector work includes the Ministry of Defence, with recent private sector work including a large healthcare organisation.

A procurement and supply chain specialist, Laura combines a commercial perspective with a deep focus on the developmental goals and aspirations of individuals. Laura is able to draw on her experience as an internal change consultant at Unilever, alongside her expertise in large-scale public procurements. She has designed and led transformations spanning all levels of organisations, including individual coaching and high-performance team development.

Laura has a degree in Business Studies from Nottingham Business School. In her spare time Laura is a volunteer for the National Forest Gardening Scheme, which aims to reconnect communities through developing unused land into edible gardens.

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## **Haydn Bratt**

Leadership Consultant,  
Matthew Syed Consulting

Haydn Bratt is a leadership consultant and executive coach with expertise in creating behavioural change through the adoption of success habits, entrepreneurship and the future of leadership. Haydn is an author (Microleadership 2018) who has spent his entire career understanding the psychological frameworks that help support high performance. He is an avid reader and student of neuroscience and psychology, and how they can be applied to leading teams. He believes that every person should have the opportunity to do work they love in an environment that supports their unique brilliance. To enable this, he helps develop better leaders and build better workplaces.

Prior to consulting, Haydn worked as Head of Learning for a number of large corporate organisations, supporting the development of learning cultures. Over the past 7 years Haydn has consulted, working across a range of sectors from finance to manufacturing, hospitality to high end engineering (Formula 1).

Haydn is currently engaged helping an insurance business (UK / US) develop their leadership capability to lead into the post pandemic world, as the business strives to find the right harmony between flexibility, productivity and employee engagement. Haydn loves being a trusted partner to organisations and building long term solutions that augment internal capability. Haydn also supports entrepreneurs to grow their business, specifically helping female business owners build their self belief and focus to enable them to achieve their goals and ambitions.

Haydn is an International Coaching Federation (ICF) qualified coach. He is also a certified practitioner of insights, MBTI, Team management Profiles as well as being the only coach in Europe to be an accredited practitioner with the WHY institute.

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## Session 3 - After dinner discussion

### Delegate leadership journeys

Recognising the wealth of experience ‘in the room’, delegates from your cohort have very kindly agreed to talk through their own journeys and the lessons that they have learnt along the way.



**Bronwen Rapley**

Bronwen is the CEO of Onward Homes, a housing association owning and managing 35,000 homes in the north west of England, 6,000 of which are in Liverpool. Bronwen is also the immediate past Chair of the Liverpool City Region Housing Associations, a formal alliance of the region’s social landlords.

When the pandemic hit, rough sleepers were quickly rehoused in hotels through the Everyone In programme. In the summer of 2020, the housing associations worked with the City Council and local charities to ensure that the end of Everyone In did not lead to a return to street homelessness. Over the 20 months the project has operated, over 1,000 homes have been provided to people in acute need.

Bronwen will share the stories of some of those affected and reflect on the lessons learned when a system was completely changed.

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**Andrew Cropley**

Andrew started his professional life within the armed forces, serving 21 years in the Royal Navy before joining the further education sector. Andrew is currently the Principal and Chief Executive Officer at Vision West Nottinghamshire College. During his talk Andrew will reflect on his leadership experience during his two careers – first in the Royal Navy and then in further education – focusing on the challenges and benefits of transitioning from one to the other.

Andrew will talk about those who have inspired him, some key experiences (good and bad) that have shaped his approach, and serendipitous opportunities that enabled him to progress.

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# Day 2 Overview

## Tuesday: Innovation in Action

In order to effectively deliver organisational change, leaders must become comfortable with innovation and thinking differently. Building on the previous day, you will take your learning and expand it to the organisational level. Adopting a case study approach, you will learn tangible techniques for how to innovate within the public sector, before deploying on an immersive visit to see some of this innovation (and strategic intent) in practice, and spending time applying this learning to your own organisations and cross sector working.

### **Session 1 -**

#### **Innovation in the Public Sector: A systems leadership approach**

Phil Budden and Fiona Murray

Massachusetts Institute of Technology (MIT)

The wealth of innovation opportunities on the future technology horizon (from AI to transparent solar to blockchain, to name but a few) can seem overwhelming, especially for leaders in public service organisations under significant budget constraints, and aiming to deliver improved services today, often with yesterday's technology.

Innovation is much in need of management, even (or perhaps especially) if leaders no longer feel that they are the most innovative, entrepreneurial or tech-savvy people in their organisation. To that end, you may need to adapt your leadership style by understanding your personal 'DNA' for innovation, realising you nonetheless have a unique role in leading for innovation in your organisation and creating the conditions to foster innovation (often through experimentation) for your staff.

By taking a process definition of innovation, MIT's approach goes beyond a single moment of invention and looks at the range (and effectiveness) of the various underlying processes along the innovation journey. Using a case study based approach, this session will demystify 'innovation', providing a working definition (going beyond technology) that guides public sector leaders to find the benefits and opportunities of innovation beyond the hype and the buzzwords.

The session will explore the opportunities for leading innovation in public services at three levels:

- personal leadership of innovation (and why it matters so much);
- organisational approach to innovation (and its approach to experimentation);
- leading for innovation within the wider ecosystem context.

**Key learning outcomes:**

- Through case study - defining and delivering a practical approach to 'innovation' and how all can play a role;
- Understanding your role (and personal preferences) as a leader of innovation;
- Assessing your organisation's ability to experiment as a means to drive innovation;
- Mapping wider ecosystem stakeholders and how they support your innovation goals;
- Outlining how you need to adapt your leadership, internally and externally;
- Understand how to utilise the 'innovator's DNA' tool to achieve innovation within the public sector.



## Pre-work

Prior to the session please take some time to consider:

- What is innovation, and where is it taking place in your organisation? What are the hotspots? Where are the weaknesses?
  - What is your organisation's internal 'innovation process' for generating new ideas and then delivering innovation projects? What are the roadblocks?
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### Phil Budden

Senior Lecturer, Technological Innovation, Entrepreneurship, and Strategic Management,  
Massachusetts Institute of Technology

Phil Budden is a Senior Lecturer at MIT's Management School, in Sloan's TIES (Technological Innovation, Entrepreneurship and strategic-management) Group, where he focuses on 'innovation-driven entrepreneurship' (IDE) and innovation ecosystems.

Phil co-teaches in the successful 'Regional Entrepreneurship Acceleration Program' (REAP), an ExecEd program for regional teams from around the globe interested in accelerating 'innovation-driven entrepreneurship'; in the related 15.364 class, known as the 'Regional Entrepreneurship Acceleration Lab' (REAL), aimed at MBAs and Sloan Fellows; and on similar topics in a variety of degree and ExecEd settings.



## **Fiona Murray**

Associate Dean and Professor,  
Sloan School of Management

Fiona Murray is the Associate Dean of Innovation at the MIT Sloan School of Management, William Porter (1967) Professor of Entrepreneurship, and an associate of the National Bureau of Economic Research. She is also the co-director of MIT's Innovation Initiative. She serves on the British Prime Minister's Council on Science and Technology and has been awarded a CBE for her services to innovation and entrepreneurship in the UK.

Murray is an international expert on the transformation of investments in scientific and technical innovation into innovation-based entrepreneurship that drives jobs, wealth creation, and regional prosperity. She has a special interest in the commercialization of science from idea to impact and the mechanisms that can be effectively used to link universities with entrepreneurs, large corporations, and philanthropists in that process.

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## **Session 2 - Immersive Visits in Liverpool**

St Andrew's Pantry  
Feeding Liverpool Network  
FireFit Hub  
Squash Nutrition

These immersive visits aim to 'bring the citizen voice into the room', and showcase some of the innovative initiatives operating in and around Liverpool for you to learn from. Working with the City of Liverpool and their CEO group, we have identified appropriate projects to visit. You will firstly hear the strategic intent behind the policies and then have the opportunity to see some of the good work born out of those policies.



## **Feeding Liverpool**

Liverpool's Food Alliance

Feeding Liverpool is the emerging voice for the city around food insecurity and wider food related activity. This approach recognises that there is no one person or organisation responsible for addressing food insecurity; a collaborative, whole system approach is required. Their plan will be delivered using innovative practice based around adaptive cycles of continual learning.



## **St Andrew's Pantry**

St Andrew's "Your Local" Community Pantry is one of a network of pantries in Liverpool providing a more dignified, healthier and sustainable alternative to food banks. For £3.50 per week members can take home at least 10 food items worth upwards of £15 from a wide range of goods including chilled and frozen products, fresh bread, fruit and vegetables and other cupboard items.

Members get the benefits of:

- Saving £100s annually on food shopping bills;
- Promoting sustainable food habits & reducing waste;
- Volunteering opportunities & learning new skills;
- Joining a friendly & supportive community.



## Squash Nutrition

Squash is a bold and ambitious community organisation, rooted and home-grown on Windsor Street in Toxteth, Liverpool since 2010. Embracing an arts, food and environmental focus, it is a diverse group of local people with a broad range of skills, committed to affecting creative, participatory, positive social change in their neighbourhood.

Squash is a Community Interest Company (CIC) working alongside local residents, embracing food and art as essential tools to improve health and well-being. They promote food growing, cooking, craft skills and enterprise, provide meaningful training, work & volunteering, create special, seasonal events, rituals & festivals, and explore new ways for their neighbourhood to flourish.

As well as an events and workshop/gallery space, meeting and office rooms and a food garden, the Squash building also houses a community business comprising an affordable, sustainable, ingredients-based food shop, and a cafe and catering facility. Squash won Best Shop in the BBC Food and Farming Awards 2019 and last year won the People's Prize in the Alliance for Sustainable Building Products Awards.

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## FireFit Hub

Based in the heart of South Liverpool, FireFit Hub is a youth and community hub and a cornerstone of the charity Torus Foundation. Its state of the art facilities provide young members and the wider community access to a wealth of sporting and wellbeing opportunities, seven days a week.

Torus Foundation partners with people and places to create a platform for real, lasting change. At FireFit, this is done by unlocking opportunities to empower young people. FireFit's services are designed in collaboration with their members and strategic partners, ensuring the facility inspires and empowers members and the broader community to reach their full potential.

### Evening Session

There will be no formal learning session on Tuesday evening.

We encourage you to network and reflect on your learning from the day with your peers. Should you wish to have a break from eating at the hotel, you are welcome to source and pay for your own meal this evening. Visit Liverpool has a fantastic [website](https://www.visitliverpool.com/food-and-drink/restaurants) with comprehensive restaurant recommendations: <https://www.visitliverpool.com/food-and-drink/restaurants>.

Dinner will also be available at no charge in the hotel restaurant for those wishing to eat with the NLC team.

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# Day 3 Overview

## Wednesday: Partnership Working

To continue with the work on innovation and drawing on the government's promise to "harness...technology to improve policy and services", and recognising the importance of senior leaders being comfortable working in data-rich environments, you will participate in a session on artificial intelligence. Using real world case study examples, you will explore the role artificial intelligence plays within your organisations, how to harness it and most importantly, ethically utilise this to increase system wide collaboration. We have also taken feedback from Residential 1 and included a session on deepening understanding of policy and politics. Delegates will engage in a practical session to refresh, deepen and develop knowledge of policy, policy making and the art of influence, including bringing broader awareness of how policy is received and interpreted across different areas of the public sector.

### **Session 1 The rise of artificial intelligence**

Bryce Goodman

Artificial intelligence (AI) has been called the most significant invention since electricity, and yet few people can provide a coherent definition. AI is poised to disrupt virtually every sector ranging from health care and finance to governance and defence. To thrive in this new environment, it is absolutely critical that leaders from all fields understand how AI will and will not impact their organisation.

This session will offer a deep dive beyond the hype to provide you with a grounding in the key terms, concepts and applications that characterise the field of AI, current research and developments, its implications for business and governance, and how leaders can adopt an AI-first mindset. You will be exposed to case studies depicting innovative uses of AI in public services in the US and how this could be applied here in the UK.

## Learning Objectives

By the end of the session, you will be able to:

- understand the principles of the disruptive technologies and their impact on transforming businesses and organisations;
- identify the opportunities for these disruptive technologies in your organisation;
- develop awareness of the ethical and business risks arising out of these technologies.



**Bryce Goodman** - Kravis Senior Contributing Scientist and Innovation Fellow at the Environmental Defense Fund (EDF) and Chief Strategist, Artificial Intelligence & Machine Learning at the US Department of Defense's Innovation Unit.

Bryce Goodman is an experienced entrepreneur, speaker and consultant in ethics, AI and innovation. He is currently Chief Strategist for AI at the US Department of Defense's Innovation Unit, where he oversees a range of large-scale projects including the implementation of AI for humanitarian assistance and disaster response. Bryce also leads a program on AI for environmental monitoring and conservation as Kravis Senior Contributing Scientist and Innovation Fellow at the Environmental Defense Fund (EDF), is a faculty member of Singularity University and serves as research associate at the University of Oxford's Internet Institute, where his work has been featured in over a dozen publications including Wired, Bloomberg, and New Scientist. Previously, Bryce co-founded a cleantech startup and successfully raised over \$50m led by Kleiner Perkins. Bryce's awards include Forbes 30 under 30 (Energy & Industry), Harvard Business School Best New Venture and World Economic Forum Technology Pioneer. He is a graduate of Deep Springs College, the University of Oxford and Singularity University, and holds degrees in data science, philosophy, political science and economics.

## Session 2 - Power, Politics and Persuasion

Mo Hussein, Political Lobbying and Media Relations (PLMR)

Drawing on experience of a former UK Government Special Adviser, this session will delve into the world of public relations and political affairs. This session will seek to develop, refresh and renew your knowledge, offering practical, tangible techniques you can implement immediately. We are delighted that a number of delegates have specific expertise in this area and we very much hope that you will share this experience with colleagues to enrich their learning. We also hope that the session will enable candid conversations around the impact of policy making and implementation on different areas of the public sector and how we can break down barriers and silos, strengthening the bond between central government and the people and institutions who deliver alongside it.

### Key learning outcomes:

- Defining and understanding a practical approach to collaborative policy making at the most senior level
- Understanding how to effectively work with policy makers;
- Acquisition of tangible influencing techniques.

### Pre-work

In order to prepare for the session, we ask you to familiarise yourself with the following policy example and consider how this policy would be 'sold' to stakeholders and influential decision makers. You may want to think about who you would need to convince to ensure this policy is accepted by the government, and how you can persuade them that this is the best solution. The following information and further reading will help to provide insights on the specific policy.



### Policy example

**The issue:** How do we ensure that everyone can access lifelong learning opportunities to develop their skills as part of a high wage, high skill economy?

**The policy solution:** Lifelong Learning Entitlement: each person in the UK gets a budget equivalent to the cost of four years at University to spend on learning and skills throughout their life.

**Task:** This exercise is designed to help you to think like the groups you are trying to influence on the issue of lifelong learning – so to think like the shoe is on the other foot.

### Things to think about:

- What would be the first thought/question they would ask?
- What would be the best means of influencing them?
- What would these stakeholders gain from working with and listening to you?
- How would a message need to be tailored to meet the demands and catch the eye of these stakeholders?
- Are there any chances that engagement with this stakeholder could backfire?

### Stakeholders to consider:

During the programme, you will be divided up into groups each representing different stakeholders (MPs, Trade Bodies, Office for Students, Employers, Think Tanks, HM Treasury, Department for Education and Universities). Come to the session prepared to discuss your thoughts around the different motivations, points of view and concerns.

### **Optional further reading and information on the policy:**

You may wish to read some/all of the following pieces in order to enhance your knowledge surrounding the policy. Whilst these resources were published after the policy was announced, they provide an insight into the key groups and arguments to consider when thinking about this example. You may want to think about how the benefits and challenges of this policy are portrayed.

- [Speech](#) by Minister for Higher and Further Education, Michelle Donelan on the policy (November 2021).
  - [Response](#) to the announcement from the Association of Employment and Learning Providers (November 2021).
  - [Opinion piece](#) on lifelong learning by Professor David Phoenix, Vice Chancellor of London South, Bank University and a Commissioner on the Lifelong Education Commission (December 2021).
  - [Opinion piece](#) on lifelong learning by Lord Rees of Ludlow, the astronomer royal, is a member of the Times education commission (December 2021). Article available [here](#).
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## **Mo Hussein**

Managing Director, Public Affairs and Innovation,  
PLMR

Mo is Managing Director of Public Affairs at PLMR and joined after a decade at the highest levels of Government working in media, political strategy and crisis management. He was Special Adviser to Amber Rudd MP, providing three years of crucial support to her both as Home Secretary and Secretary of State for Energy and Climate Change, advising on a broad range of high-profile issues, as well as devising and implementing political and Departmental communications strategies. He was also posted to the Prime Minister's Events and Visits team for the Conservative Party's 2017 General Election campaign. Prior to his role as a Special Adviser, Mo was a Civil Servant and spent four years in the Prime Minister's communications team at 10 Downing Street, where he was Chief Press Officer for Economy and Industry. Mo has also worked at the Department for Business, Innovation and Skills and the Ministry of Defence, where he spent 3 months in Lashkar Gah, Afghanistan, working as a Media Adviser to British Forces.

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## **Evening Session**

There will be no formal learning session on Wednesday evening. Instead, we ask you to spend 10 minutes reflecting on the strengths of the individuals in your Systems Improvement Project Teams and come prepared to share those strengths on Thursday morning.

We will be using 'The VIA Classification of 24 Character Strengths' on the next page to frame this discussion. A hard copy will be given to you on Wednesday evening.

Dinner will be available in the hotel restaurant at 18:30.



# The VIA Classification of 24 Character Strengths

<h2>Wisdom</h2>	<p><b>CREATIVITY</b></p> <ul style="list-style-type: none"> <li>• Clever</li> <li>• Original &amp; Adaptive</li> <li>• Problem Solver</li> </ul>	<p><b>CURIOSITY</b></p> <ul style="list-style-type: none"> <li>• Interested</li> <li>• Explores new things</li> <li>• Open to new ideas</li> </ul>	<p><b>JUDGMENT</b></p> <ul style="list-style-type: none"> <li>• Critical thinker</li> <li>• Thinks things thorough</li> <li>• Open-minded</li> </ul>	<p><b>LOVE OF LEARNING</b></p> <ul style="list-style-type: none"> <li>• Masters new skills &amp; topics</li> <li>• Systematically adds to knowledge</li> </ul>	<p><b>PERSPECTIVE</b></p> <ul style="list-style-type: none"> <li>• Wise</li> <li>• Provides wise counsel</li> <li>• Takes the big picture view</li> </ul>
<h2>Courage</h2>	<p><b>BRAVERY</b></p> <ul style="list-style-type: none"> <li>• Shows valor</li> <li>• Doesn't shrink from fear</li> <li>• Speaks up for what's right</li> </ul>	<p><b>PERSEVERANCE</b></p> <ul style="list-style-type: none"> <li>• Persistent</li> <li>• Industrious</li> <li>• Finishes what one starts</li> </ul>	<p><b>HONESTY</b></p> <ul style="list-style-type: none"> <li>• Authentic</li> <li>• Trustworthy</li> <li>• Sincere</li> </ul>	<p><b>ZEST</b></p> <ul style="list-style-type: none"> <li>• Enthusiastic</li> <li>• Energetic</li> <li>• Doesn't do things half-heartedly.</li> </ul>	
<h2>Humanity</h2>	<p><b>LOVE</b></p> <ul style="list-style-type: none"> <li>• Warm and genuine</li> <li>• Values close relationships</li> </ul>	<p><b>KINDNESS</b></p> <ul style="list-style-type: none"> <li>• Generous</li> <li>• Nurturing</li> <li>• Caring</li> <li>• Compassionate</li> <li>• Altruistic</li> </ul>	<p><b>SOCIAL INTELLIGENCE</b></p> <ul style="list-style-type: none"> <li>• Aware of the motives and feelings of self/others</li> <li>• Knows what makes others tick</li> </ul>		
<h2>Justice</h2>	<p><b>TEAMWORK</b></p> <ul style="list-style-type: none"> <li>• Team player</li> <li>• Socially responsible</li> <li>• Loyal</li> </ul>	<p><b>FAIRNESS</b></p> <ul style="list-style-type: none"> <li>• Just</li> <li>• Doesn't let feelings bias decisions about others</li> </ul>	<p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Organizes group activities</li> <li>• Encourages a group to get things done</li> </ul>		
<h2>Temperance</h2>	<p><b>FORGIVENESS</b></p> <ul style="list-style-type: none"> <li>• Merciful</li> <li>• Accepts others' shortcomings</li> <li>• Gives people a second chance</li> </ul>	<p><b>HUMILITY</b></p> <ul style="list-style-type: none"> <li>• Modest</li> <li>• Lets one's accomplishments speak for themselves</li> </ul>	<p><b>PRUDENCE</b></p> <ul style="list-style-type: none"> <li>• Careful</li> <li>• Cautious</li> <li>• Doesn't take undue risks</li> </ul>	<p><b>SELF-REGULATION</b></p> <ul style="list-style-type: none"> <li>• Self-controlled</li> <li>• Disciplined</li> <li>• Manages impulses and emotions</li> </ul>	
<h2>Transcendence</h2>	<p><b>APPRECIATION OF BEAUTY &amp; EXCELLENCE</b></p> <ul style="list-style-type: none"> <li>• Feels awe and wonder in beauty</li> <li>• Inspired by goodness of others</li> </ul>	<p><b>GRATITUDE</b></p> <ul style="list-style-type: none"> <li>• Thankful for the good</li> <li>• Expresses thanks</li> <li>• Feels blessed</li> </ul>	<p><b>HOPE</b></p> <ul style="list-style-type: none"> <li>• Optimistic</li> <li>• Future-minded</li> <li>• Future Orientated</li> </ul>	<p><b>HUMOR</b></p> <ul style="list-style-type: none"> <li>• Playful</li> <li>• Brings smiles to others</li> <li>• Lighthearted</li> </ul>	<p><b>SPIRITUALITY</b></p> <ul style="list-style-type: none"> <li>• Searches for meaning</li> <li>• Feels a sense of purpose</li> <li>• Senses a relationship with the sacred</li> </ul>

# Day 4 & 5 Overview

## Thursday and Friday

### **Systems Improvement Project**

Jina Melnyk, Lotti Kierkegaard, Katrina Whittaker and Ian Patient,  
Corndel

Recognising that each group will be in a different place with their project, the expectation is for individual groups to create an agenda which ensures that your time together is as useful as it can be. Working in collaboration with your Corndel Facilitators, the NLC will provide you with the space and opportunity to continue working on your Systems Improvement projects and drive them forward.

### **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. We specialise in delivering inspirational professional development programmes that are bespoke to organisational objectives. At the heart of our 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.

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**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.

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**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.

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**Katrina Whittaker**

Katrina worked for sixteen years in various positions within the Department for Work and Pensions (DWP) starting in a Job Centre with line and operational management, progressing to Head Office working in the CEO's office, in both policy and finance positions. She ended her DWP career as Head of Customer Service for 35,000 civil servants, impacting three million customers, before then moving to lead businesses in the contracted out public sector.

Katrina has a thorough understanding of the Civil Service and has operated at a senior (Board) level in both the public and contracted out private sector, bringing the best of both. Katrina is a natural enabler, a facilitator who is solutions focussed, with extensive experience of almost all workplace situations and an aptitude for making things happen and getting things done. She is generous in sharing knowledge, skills and experience to encourage others and is performance and delivery orientated with a naturally curious mind.

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**Ian Patient**

Ian is a Learning and Development professional and service/operations manager, he has 20 years experience in the rail industry and 18 years in not-for-profit and freelance. He is passionate about providing learning opportunities that enable people to be their best through positive reinforcement and sound coaching practice.

Ian has implemented several accredited leadership skills programmes and has developed and delivered cultural change programmes post rail privatisation for Anglia Railways with improved service levels recognised through UK and EU awards. He has helped both The Blue Cross and Royal British Legion Industries achieve Investors in People and has represented the industry at Lantra (Sector Skills Council) as chair of the Animal Welfare group. Ian has delivered Leadership & Management programmes to various Corndel clients including Aliaxis, McLaren & Kier.

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## **Evening Session**

There will be no formal learning session on Thursday evening. We encourage you to network and reflect on your learning from the day with your peers. Dinner will be available in the hotel restaurant at 19:00.

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