

# Aspire Together.

## Aspire Together: Talent Pool Existing Directors

Nomination Pack  
Talent Conversation Guidance

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**The London Regional Talent Board**

November 2019



## Purpose and Content of the Nomination pack

The nomination pack is designed to inform and provide guidance to:

- Chief Executive Officers
- Accountable Officers
- Human Resource Directors
- Executive Directors applying to the Regional Talent Pool (those working at executive or governing body level)

### Content

- Introducing the London Regional Talent Board
- Talent Conversation Guidance
- NHS Executive Director Success Profile
- Further information and contact details

# Introducing the London Regional Talent Board



## The London Regional Talent Board and Aspire Together: London Talent Pool

- The London Regional Talent Board (LRTB) is the body created to drive a new approach to talent management in the NHS London region. Chaired by Dr Navina Evans, CEO at East London Foundation NHS Trust, the LRTB consists of senior representatives from organisations across the region, including providers, commissioners, NHS England and NHS Improvement.
- Chief Executive/Accountable Officers will already be aware of the work being done to ensure that talent management across our region is more strategic and effective, in order that the NHS London has the leadership capacity it needs for the future.
- Initial efforts of the LRTB have been focused on the creation of Aspire Together Talent Pool for the region. The aim is to create a pool of strong and diverse aspiring and existing Executive Director talent that is big enough to fill Executive Director roles in the region. The pool will cover all Executive Director provider and CCG governing body roles.
- The Aspire Together: London Talent Pool is a resource for our future leadership talent in their search for their next career opportunity within London NHS organisations.
- It is also an easily accessible resource for NHS London organisations to source talent for Executive Director and governing body vacancies, engaging with the LRTB to access the Aspire Together Talent Pool and appropriate individuals in it, reducing the cost and time to hire for these positions.

# Talent Conversation Guidance

## The purpose of the Talent Conversation

The talent conversation forms an important part of the nomination process and provides an opportunity for existing Executive Directors to reflect on their strengths and development areas in relation to the Success Profile.

The conversation should take place before the nomination and help to confirm that the existing Executive Director is at a point in their career where they are ready to move into a new role.

It is important to remember that a talent conversation is not a performance management discussion (differences highlighted in the adjacent diagram).

During the talent conversation the candidate and the nominated Senior Leader should included discussions how the candidate meets the competencies identified in the Success Profile



### Talent Conversations

- Employee career aspirations
- Employee potential and readiness for progression
- Employee profile, networks and brand / reputation
- Actions to further employee career
- Employee mobility
- Employee strengths
- Employee development actions for career



### Performance Discussions

- Employee objectives
- Feedback on employee performance
- Employee self-assessment of performance
- Development actions and coaching to improve employee performance
- Formal employee performance reviews



## Manager Role in Talent Conversation

1. Be clear on the differences between a performance and a talent discussion
2. Give feedback and views on strengths and areas for development in relation to the Success Profile
3. Explore what experiences they have gained to equip them for a move to a more challenging role
4. Discuss their drivers and assess readiness for a move
5. Identify opportunities and projects that offer learning and development (specifically with the Aspire Together Talent Pool – Existing Directors in mind, if applicable)
6. Provide perspective and contacts who can help

## Candidates Role in Talent Conversation

Prepare for conversation with Senior Leader by:

1. Conducting a self-assessment of competencies against the Success Profile.
2. Identifying and reflecting on your strengths and weakness.
3. Explore what experiences you have gained to equip you for a move to a more challenging role.
4. Think about your drivers and assess readiness for a move to another role
5. Think about the type of role you would like to move into (organisation type, size, role content etc)



# NHS Executive Director Success Profile



## NHS Executive Director Success Profile

We have collaborated with Talent Management industry leading experts Korn Ferry to establish a 'Success Profile' of key characteristics needed for these roles. You can find the full document on our [website](#)

### **What is a Success Profile?**

It defines the optimal characteristics that drive success in an Executive Director level role in the NHS

### **How was the Success Profile defined?**

Data contributing to this Success Profile includes:

- Review of existing documents and models describing the competencies and capabilities critical for success as an Executive Director, as well as research into drivers of success in similar roles facing similar challenges, in other sectors
- Interviews with NHS leaders, regulators and professional leads on the future of the NHS and the capabilities required to succeed, as well as current success drivers
- Behavioural interviews with Executive Director role models in the NHS, to understand the strengths and experiences that have contributed to their success
- Interviews with middle managers in the NHS to understand how they see leadership roles evolving and what they will need in future from Executive Directors to perform at their best

# NHS Executive Director Success Profile

## Organisations

### What is it used for?

- The Success Profile will be used to support broader talent management conversations. It is not expected that directors will meet all criteria.

### What is it not intended for?

- The Success Profile should not be used to make specific appointment decisions – e.g., ‘Is this person ready for the Director of Strategy in this CCG’. To make specific appointment decisions, hiring managers should look in detail at the specific role requirements and candidate fit.

### What will use of the Success Profile deliver?

- When you are looking for candidates for Executive Director roles, hiring organisations can have confidence in the quality of the talent pool as individuals will have been assessed as having the characteristics required for success in these roles.

## Candidates

### What is it used for?

- The Success Profile will be used to structure talent management conversations with your line manager. It is not expected that you will meet all criteria but use of the profile will help you understand the requirements for success.

### What is it not intended for?

- The Success Profile will not be used to make specific appointment decisions – e.g., ‘Is this person ready for the Director of Strategy in this CCG’. However, it will provide clear expectations for Executive Director level roles.

### What will use of the Success Profile deliver?

- When looking for candidates for Executive Director roles, hiring organisations will have confidence in your abilities as you will have been assessed as having the characteristics required for success in Executive Director level roles.

# Executive Director Success Profile – High level overview

Competencies		Experiences
<p>The high performing Executive Directors of today are supported by the following competencies ...</p> <ul style="list-style-type: none"> <li>Drives for better outcomes</li> <li>Engages and aligns others</li> <li>Speaks up</li> <li>Brings compassion and humility</li> <li>Brings a learning mindset</li> </ul>	<p>The high performing Executive Directors of tomorrow will be supported by the following competencies....</p> <ul style="list-style-type: none"> <li>Takes a system perspective</li> <li>Finds new solutions</li> <li>Develops people</li> <li>Builds a culture of inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Driving change and delivering tangible results</li> <li>Engaging external stakeholders</li> <li>Engaging clinicians</li> <li>Cross-boundary working</li> <li>Managed budgets</li> <li>Managing poor performance</li> <li>Leading leaders and engaging the workforce</li> <li>Building a more inclusive and compassionate culture</li> </ul>
Traits		Drivers
<p>The high performing Executive Directors of today are supported by the following traits ...</p> <ul style="list-style-type: none"> <li>Decisive and action orientated</li> <li>Influence</li> <li>Flexible</li> </ul>	<p>The high performing Executive Directors of tomorrow will be supported by the following traits....</p> <ul style="list-style-type: none"> <li>Supportive and consultative</li> <li>Creative problem solvers</li> <li>Resilient</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates an understanding of what the role entails in terms of responsibility, risk and impact.</li> <li>Expresses a desire to learn, grow, do interesting work, and stretch oneself.</li> <li>Sense of purpose beyond self</li> </ul>

Whilst this represents what good looks like for Executive Directors, it is not expected that anyone will have a strength on every aspect of the Success Profile. We understand that we need different styles and types of leadership. For further information on the Success Profile please read the Success Profile slide pack on our [website](#)

**For more details on the London Talent Board please see our website:**

**For more details on the Existing Director pathway and the Success Profile:**

**Any questions?  
Please contact us at: [aspire.togetherlondon@nhs.net](mailto:aspire.togetherlondon@nhs.net)**