



GREATER MANCHESTER  
FIRE AND RESCUE SERVICE



**North West  
Employers**

SUPPORT. KNOWLEDGE. NETWORK.

# Collaboration for Future Success

Senior Leadership  
Development  
Programme

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### Programme Leaders

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## The Programme Overview and Context

Public sector leaders and managers are experiencing levels of change unprecedented in modern times. Unparalleled funding reductions, radical policy reform and a shift towards localism calls for a major step change in public sector leadership with a growing emphasis on developing resourcefulness, greater understanding of transformational change, being more commercially savvy and demonstrating entrepreneurial flair, all as part of a collaborative endeavour.

This 9-month programme aims to provide a solid basis to develop leaders to meet these challenges. It utilises a blend of workshops, action learning sets, coaching, and a collaborative improvement project to ensure participants maximise learning opportunities. In addition we are able to offer a 360 degree feedback process, specifically designed to explore the ten elements of successful collaborative leadership.

The programme is centred around a number of leadership workshops, each of which will encompass a full day session. Keynote speakers and top-level practitioners will share their experience and knowledge encouraging participants to reflect on, consider and address their own learning and development priorities in this context. Whilst the programme will include leading edge theory and inputs from notable contributors it will also provide space for participants to reflect critically on the rapidly changing public sector landscape and context and help them make sense of this for their own roles and areas of responsibility.



## Overall Outcomes for the Programme:

# Senior Leadership Development Programme

### Leaders who:

- Are more open to exploring possibilities
- Are more able to collaborate effectively
- Consider future opportunities
- Are better able to handle complexity
- Can demonstrate belief in their team
- Have greater personal resilience and tenacity
- Have greater ability to create and sustain commitment
- Focus on results and outcomes
- Continually develop themselves

It is expected that participants would attend all 9 workshops covering areas of critical leadership competence. Workshop leaders will provide “expert” input whilst also ensuring opportunities for participants to “make sense” of, and “unpack” the input in order to be clear about their transferable learning.

The programme groups will be formed into 2 action learning sets facilitated by trained North West Employers or Greater Manchester Fire and Rescue Service OD staff. Coaches will be supplied via the NorthWest Employers’ Coaching Network. A networking “booth” will be established on NorthWest Connex to support the group learning.

### Programme Elements

In order to ensure participants’ maximise learning opportunities.

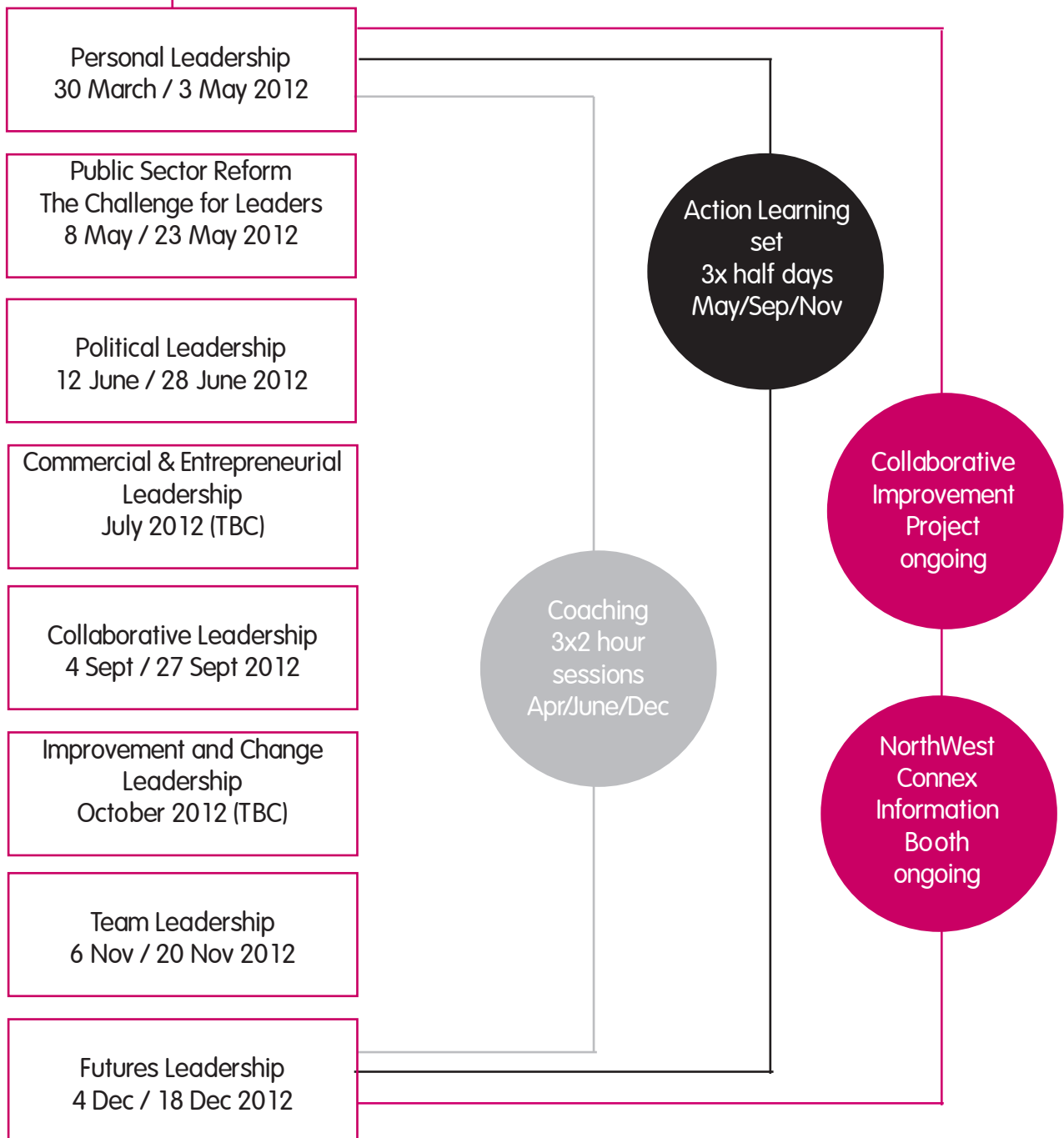
The programme utilises a blend of:

- Workshops,
- Action Learning sets
- Coaching
- Collaborative improvement projects

Further information on module content and detailed programmes will be provided to successful applicants.

Programme  
Induction  
22nd March  
2012

Structure Of Programme



## Workshops

Each of the nine programme modules will enable participants to develop specific skills in addition to providing knowledge and information to support individual learning journeys. Those participants who participate in the 360 degree feedback process will be able to use learning gained from the workshops to help address their identified learning and improvement objectives. Further information on workshop content is provided overleaf.

## Action Learning

The programme will utilise action learning methodology to further enhance participants' ability to maximise on their unique learning journey. Each cohort will be split into 2 action learning sets which will meet at least 3 times during the programme supported by a trained Action Learning Facilitator.

For those new to action learning it is a powerful action-oriented, problem solving tool, as well as a key approach to individual, team and organisation development. Action Learning is a practice which enables managers and leaders to develop themselves and their organisations. It is based on the principle that people learn best from what they are doing and that they have an unlimited capacity to learn from experience but a limited capacity to learn from being taught.

It is a process of learning and reflection, supported by a small group or 'set' of people with the intention of moving issues forward. Individuals learn with and from each other by working on their own particular situations and reflecting on their experience. Perhaps the greatest value of the AL process lies in its capacity for equipping individuals, teams and organisations to respond more effectively to change since it promotes fresh thinking and new ways of looking at and dealing with situations.

## Coaching

Each participant on the programme will be encouraged to access the support of a trained and experienced coach via the web based NW Coaching Network. Coaching is often seen as a deficit model, as a way to fix things, and yet the most effective use of coaching is with people who are already committed to their own development. The coach engages with the person to work through current challenges and opportunities that concern them and help them achieve their full potential.

Coaching acknowledges that the challenges Senior Managers and leaders face are not going to be resolved by taught programmes alone. For many managers, coaching provides the time and space to work on their own dilemmas as leaders, and discuss the issues, which they may feel unable to resolve within the organisation.

## Collaborative Improvement Project

During the programme it is envisaged that smaller groups of participants will work together on a selected Collaborative Improvement Project commissioned by a range of public sector partners in the region. These projects will enable participants to work across boundaries and to explore practical application of their learning from the programme.

## NorthWest Connex Information Booth

Northwest Connex is an exciting new tool to help public sector organisations and their partners work and learn together – a powerful communication and collaboration platform for communities of common interest. An individual network booth will be established on NorthWest Connex for the Collaboration for Future Success Programme where participants will be able to locate and access a wealth of information and resources, including policy updates, briefings, relevant papers and multimedia content related to the programme. All module handout and presentation materials will be located here and you will also be able to join-in with any discussion threads and conversations that are taking place here.

Further information on all these elements will be provided on the programme induction on 22 March 2012.

## Application Process

### Who Should Apply?

Applications are invited from senior managers or managers who have been identified as strategic leaders of the future, currently working in the public or voluntary sector.

The programme could be right if you :

- Understand the role of leadership within the changing face of the public sector
- Can demonstrate strong evidence of personal growth and commitment to your own personal development and your role as a leader
- Appreciate the external influences across the public sector and the need for increased collaborative working
- Are committed in attending **all** elements of the programme

Places are limited and applicants will gain access to the programme via the completion of an application form attached.

## Programme Commitments

Time commitments over a 9-month period commencing March are indicated below:

- Attendance at 9 one day workshops
- Participation in 3 x half day action learning set meetings
- Participation in 3 x 2 hour coaching sessions
- Contribution to the Collaborative Improvement Project
- If participating in the 360 degree review process – attendance at a 1 hour briefing session and 1.5 hour feedback session
- In total approximately 15 days attendance

## Optional 360 Degree Review Process

Participants are strongly encouraged to participate in a 360 degree review process prior to commencing the programme. It is considered to be a very useful starting point to your development journey to have a clear and recent view of your current leadership performance.

Clearly you will have your own view regarding this, coupled with that of your line manager, however, the gathering of views on your practice and approach from a cross section of colleagues, partners, clients and a wider staff group can greatly inform your understanding of areas of strength and areas for development.

You may be able to access and use your own organisational leadership 360 process prior to joining the programme, however, if that is not possible North West Employers have developed a Collaborative Leadership online 360 tool which supports the programme and which is available to all participants.

We strongly believe that anyone who undertakes a 360° assessment should receive a written report of the results which is supported by a one to one feedback session with someone who has been briefed and understands the instrument. These one to one sessions usually last about one and a half hours and it is intended to help the manager interpret the results, make sense of key messages and identify some areas for action. This one to one, provided by experienced users of the tool will be provided by the programme leaders from North West Employers and would operate on a confidential basis and provides the manager with some space to explore issues in a non-threatening, open discussion.

The 360 degree tool gathers information and provides feedback on 10 elements of leadership practice including:

- Understanding context and developing strategy
- Influencing
- Handling complexity
- Adaptability and resilience
- Managing transitions
- Developing potential in individuals, groups and teams
- Outcome focused and action oriented

Those wishing to know more about or participate in the 360 degree review process will need to attend a short briefing session (maximum 1.5 hours) on Thursday 16 February at 2pm at North West Employers Offices.

Further information will be provided to successful applicants.

## Programme Calendar – Dates For Your Diary

It may help for you to plan ahead by making a note of relevant dates for your diary.

Further confirmation will be supplied to successful applicants.



Cohort 1



Cohort 2

Date	Activity	Venue
6 February (12 noon)	Closing date for applications	To be returned via email to <a href="mailto:applications@nwemployers.org.uk">applications@nwemployers.org.uk</a>
13 February	All candidates informed of outcome of their application	Via email
16 February 2.30 – 4.00pm	Briefing for those participating in 360 degree review process	North West Employers Offices
13, 14 and 20 March	Individual 360 feedback sessions (1.5 hours each)	North West Employers Offices
22 March	Programme Induction Cohorts 1 and 2	GMFRS Training Centre
30 March	Personal Leadership	GMFRS Training Centre
3 May	Personal Leadership	North West Employers Offices
8 May	Public Sector Reform – The Challenge for Leaders	GMFRS Training Centre
23 May	Public Sector Reform – The Challenge for Leaders	North West Employers Offices
12 June	Political Leadership	GMFRS Training Centre
28 June	Political Leadership	North West Employers Offices
July TBC	Commercial and Entrepreneurial Leadership	GMFRS Training Centre
July TBC	Commercial and Entrepreneurial Leadership	North West Employers Offices
4 September	Collaborative Leadership	GMFRS Training Centre
27 September	Collaborative Leadership	North West Employers Offices
October TBC	Improvement and Change Leadership	GMFRS Training Centre
October TBC	Improvement and Change Leadership	North West Employers Offices
6 November	Team Leadership	GMFRS Training Centre
20 November	Team Leadership	North West Employers Offices
4 December	Futures Leadership	GMFRS Training Centre
18 December	Futures Leadership	North West Employers Offices

Addresses and venue details can be found at:

Greater Manchester Fire and Rescue Service Training Centre

[http://www.manchesterfire.gov.uk/contact\\_us/training\\_centre.aspx](http://www.manchesterfire.gov.uk/contact_us/training_centre.aspx)

North West Employers

<http://www.nwemployers.org.uk/contact-us/>

## How Much Does It Cost?

# Senior Leadership Development Programme

For those working in the public sector the total cost of the programme is £1725 plus VAT per participant.

Member organisations of North West Employers (which includes all Local Authorities in the region) will receive a discount of 15% to reflect membership fees already paid to our organisation and the cost therefore is £1500 plus VAT per participant.

### This includes:

- All modular inputs
- Learning materials, handouts etc
- Coaching support
- Action Learning facilitation
- Access to Northwest Connex learning platform
- Refreshments and a light lunch at each full day session

The 360 degree review process can be accessed for £345 plus VAT per participant with a 15% discount for North West Employers Member organisations i.e. £300 plus VAT per participant.

### This includes:

- Use of the online Collaborative Leadership questionnaires for up to 12 feedback requests
- A detailed bound individual report designed to give you an understanding of how your management and leadership style is perceived by others.
- Detailed competence scores and comments
- A 1:1 feedback session to help you focus on the areas that you and others have identified as your highest development priorities.

Organisations will be required to pay for half of the programme costs on entry, i.e. prior to 22 March 2012 and the remainder in July 2012.

For further information regarding the programme please contact:

Rene Barrett  
[reneb@nwemployers.org.uk](mailto:reneb@nwemployers.org.uk)  
07802 562761



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# 1. Programme Induction

Rene Barrett and Kelli Pickford  
Directors - North West Employers  
All participants 22 March 2012



This module will:

- Introduce all participants on both cohorts to each other
- Explain programme structure and content – answering any queries
- Introduce action learning methodology
- Explain the concept of personal coaching
- Demonstrate the use of NorthWest Connex as a sharing and learning medium

Module Content:

- Getting to know each other activities
- Forming action learning sets
- Enrolling on the North West Coaching Network
- Developing Your Learning goals

## Rene Barrett – North West Employers Director of Learning and Improvement

An independent development consultant, a fellow of the Chartered Institute of Personnel and Development, with a Masters Degree in Business Administration, Rene has extensive understanding of the transformation agenda and the needs of practitioners in Local Authorities. Her commissions are focused on building capacity to develop creative sustainable approaches to organisational and individual development. Her work is based on clear value driven practice ensuring that clients receive genuine, authentic consultancy which seeks to share expertise and develop internal capacity, confidence and ability in a supportive and nurturing way. Rene supports public sector organisations both regionally and nationally in the diverse areas of leadership and management, workforce planning, workforce development, partnership working, action learning, and the development of creative problem solving skills.

## Kelli Pickford - North West Employers Director of Learning and Improvement

With experience in the private sector prior to joining North West Employers' Organisation 10 years ago, Kelli is a trainer and facilitator by trade. She has worked with a wide range of people across the region now centering on liaising with middle managers and senior leaders and teams.

As well as supporting the regional agenda, she undertakes a great deal of work focusing on leadership skills and behaviours, managing both personal and organisational change and organisational development. She is trained in a number of 360° feedback tools, a qualified Neuro Linguistic Programming Practitioner (NLP) and holds an Advanced Diploma in Executive Coaching.

## 2. Personal Leadership

Beverly Alimo Metcalf - The Real World Group

Cohort 1 - 30 March 2012

Cohort 2 – 3 May 2012



This module will:

- Explore leadership from a personal perspective and the impact we have on others
- Provide information on engaging leadership during change and transition
- Examine your leadership behaviour within the changing context of the public sector

Module Content:

- Strengthening leadership for engagement
- Key leadership challenges
- Engaging Transformational Leadership within the public sector - its impact on individuals, teams and organisations
- The culture of high performing teams
- Emotional Intelligence and the ability to inspire and lead others in a business environment

**Beverly Alimo Metcalfe**  
Chief Executive  
Real World Group

Beverly is the Chief Executive of Real World Group, and Professor of Leadership Studies at the University of Bradford School of Management. She has an international reputation in the field of leadership studies, which has been an area of interest for over 20 years. She has a passionate interest in embedding the ethical application of leadership throughout organisations, and in supporting individuals and organisations in strengthening their capacity for engagement, collaboration, innovation and effectiveness.

She has been working closely with the NHS on research, postgraduate teaching, and leadership development since 1984, when she joined the Nuffield Institute for Health, University of Leeds. In 2001, as Professor of Leadership Studies at Leeds University, she conducted a 3-year ground-breaking research study into the nature of leadership in the NHS and in local government. This led to the creation of a University of Leeds spin-out company, Real World Group, which enables her to continue research into leadership, culture, and diversity, create robust diagnostic instruments, and undertake major leadership and cultural transformation projects across the public and private sector.

Most recently, Beverly and colleagues at Real World Group, together with partners at Kings College, completed a 3-year research study, funded by the Department of Health, which identified the nature of the link between leadership culture and the effectiveness of multi-professional teams. This is one of the first studies ever undertaken to show a significant causal link between (engaging) leadership and productivity.

She has also undertaken several advisory roles, including membership of the Police Leadership Development Board, the Think Tank of the National College for School Leadership, the Fire & Rescue Service Leadership Panel, and the Local Government Leadership Commission.

Beverly is a member of the British Government's advisory group at the Department for Business, Enterprise & Regulatory Reform in relation to the Macleod Review on Employee Engagement, and the CIPD's 'Shaping the Future' research panel, and she is also a Patron of Women in Management.

# 3. Public Sector Reform – The Challenge for Leaders

Dr Neil McInroy – CLES (Centre for Local Economic Strategies)

Cohort 1 - 8 May 2012

Cohort 2 – 23 May 2012



This module will help participants understand:

- The Changing National Policy Context
- Impact on localities moving forwards
- Implications on changing policy for leaders in the public sector

Module content:

- Where are we heading? The changing national policy context
- Coalition Policy
- Decentralisation – Six actions
- Social action
- Public service reform
- Community empowerment
- Regional context
- Opportunities and threats for leaders

**Neil McInroy**  
**Chief Executive**  
**Centre for Local Economic Strategies**

Centre for Local Economic Strategies (CLES) is an independent think-doing organisation, with charitable status, which is involved in regeneration, local economic development and local governance. CLES brings together a network of subscribing organisations, which include: regeneration partnerships; local authorities; regional bodies; community groups, and voluntary organisations. Established in 1986, CLES undertakes a range of activities, including: policy research; production of publications; training; an information and briefing service, and events.

Neil is a geographer and has been involved in public sector policy and delivery for over 20 years. Whilst having experience in developing partnerships and innovative policy responses to global, regional and local economic, social and environmental challenges, Neil's particular skills are in local economic and social research, analysis and development; policy practice, research methodologies; facilitation, and strategy building. Neil regularly conducts work across the UK, and is also developing a growing first-hand experience and knowledge of creative economic and social policy in locations around the world. Neil became Chief Executive of CLES in 2003.

## 4. Political Leadership

Robin Norrie - Plus an invited Elected Member

Cohort 1 - 12 June 2012

Cohort 2 – 28 June 2012



This module will:

- Enhance understanding of the political context within which participants operate
- Interpret political perspectives into everyday work activities
- Help with recognising that some decisions are politically sensitive and explore what this means
- Assist participants to work sensitively with partners identifying the need to adapt style and content of communication appropriately
- Develop the ability to communicate difficult messages with sensitivity

Module content:

- What is political?
- Increase the ability to read between the lines and detect other people's agenda and "read" the politics of a partnership (i.e. what is actually going on)
- Political behaviour and tactics
- Dilemmas that often arise from conflicting loyalties and that require heightened political skills
- Notions of 'discussability' and saving face and what people who are politically skilful do
- Defensiveness and credibility
- Maintaining and managing relationships with multiple stakeholders in politically sensitive contexts
- Skills and tactics involved in steering a politically sensitive course

**Robin Norrie**  
**Robin Norrie Associates**

Robin Norrie runs a Management Development Consultancy that is nationally recognised for innovative approaches to learning and development for individuals and organisations.

In addition to his consultancy, Robin was Chair of the Local Strategic Partnership in Chester until 31st March 2009. In this role, he was responsible for co-ordinating and prioritising the activities of a range of thematic partnerships, involving the public, voluntary, community and private sectors.

Robin is often described as stimulating and challenging in his work with individuals and groups. He has published research papers on developing managers' political skills and scrutiny skills, and he is also the co-author of the innovative diagnostic process 'Maximising People's Learning'. Robin has also co-designed and published a political diagnostic tool for use mainly in Local Government, in addition to recently co-authoring a range of new learning materials for a number of specialist management qualifications.

He was a member of a team of writers for the LGMB publication, "Standards for Managers, A Practitioners Guide to Competence based Management Development".

Robin's two major research areas are:

1. How to help individuals and organisations develop political sensitivity and skill.
2. Helping people identify learning processes that work for them (see Maximising People's Learning above).

# Senior Leadership Development Programme

## 5. Commercial and Entrepreneurial Leadership

Facilitator to be confirmed

Cohort 1 - July 2012

Cohort 2 – July 2012

This module will:

- Explore the notion of commercialisation of the public sector
- Examine and explore the particular commercial skills that are to be encouraged
- Examine corporate communication and brand management
- Develop approaches to encouraging innovation and creativity

Module content:

- Commercial skills compendium
- Demystifying commissioning and procuring
- Contract management
- Collation and use of business data to develop policy, market activity and developing personalised services across agencies
- Business / customer intelligence gathering and usage
- Marketing and reputation management
- Entrepreneurial flair
- Innovation and creativity

## 6. Collaborative Leadership

Liz McQue – Chief Executive North West Employers

Joyce Redfearn – Chief Executive Wigan MBC

Cohort 1 - 4 September 2012

Cohort 2 – 27 September 2012

This module will:

- Explore collaborative leadership in the context of the public services reform agenda and the implications for future leaders
- Develop a broader perspective on the leadership role beyond organisational boundaries
- Identify key skills and qualities of a collaborative leader and build on current strengths

Module Content:

- What is collaborative leadership?
- Why is collaboration crucial in the delivery of public services?
- Skills and qualities of a collaborative leader
- Lessons from the field – Total Place, Greater Manchester, Public Health.
- What needs to be in place to make collaboration work?
- Working with and appreciating difference and multiple perspectives
- Frameworks and models for change and immunity to change
- Improving outcomes for partnerships across the region
- Shaping your development agenda – reflecting on and making commitments

**Liz McQue, Chief Executive  
North West Employers**

Liz took up post as Chief Executive of North West Employers in April 2008; the main focus of her work is representing the interests of the local authorities in the region as employers and working with partners to improve outcomes for the people of the North West.

She has a strong commitment to the public sector and previously worked in both county and metropolitan authorities in three major service departments and started her working life in social services at Cheshire County Council.



Much of her time is spent facilitating, from large events involving different partners to smaller team events for senior managers and Elected Members. Liz has worked on European projects with senior leaders and politicians from different countries including Denmark, Greece and the Ukraine.

She has led several cross sector development initiatives including the development of the North West's first Public Sector Chief Executives Coaching Programme.

Liz has facilitated on several national leadership development programmes including the IDeA's Women's Leadership Programme and Leadership Academy for senior politicians. Liz chairs several regional groups including the Public Sector Apprentice Group, and the Public Sector Skills Alliance.

**Joyce Redfearn - Chief Executive  
Wigan Council and Chief Executive of Ashton, Leigh  
and Wigan Primary Care Trust (ALWPCT)**

Joyce has been a local government Chief Executive for 15 years serving three different types of Councils.

Her first role as Chief Executive was to create the new unitary authority of Monmouthshire in South Wales. Then she moved to the larger, strategic neighbouring authority of Gloucestershire County Council and joined Wigan, a large metropolitan authority, in May 2005.

In January 2011 she took on the role of Chief Executive of the Ashton, Wigan & Leigh PCT in one of the few shared LA/Health arrangements focussed on place. The shared arrangement will continue as part of the Greater Manchester cluster.

In 2009 Joyce was awarded a CBE for Services to Local Government, she is married with 2 daughters.

# Senior Leadership Development Programme

## 7. Improvement and Change Leadership

Facilitator To be confirmed

Cohort 1 - October 2012

Cohort 2 – October 2012

This module will:

- Consider some common and shared principles and language associated with leading change
- Explored how leaders can act as change leaders and be proactive in supporting staff
- Share a range of change models, tools, processes and techniques that can support change leaders
- Develop skills necessary to successfully lead people through change

Module Content:

- Individuals and change
- Understanding change
- Theories and models of change and transition
- Leading change
- Overcoming resistance to change
- Staying resilient in times of change

# 8. Team Leadership

Lois Burton – North West Employers’ Associate

Cohort 1 - 6 November 2012

Cohort 2 – 20 November 2012



This module will:

- Develop ability of participants to lead from the vu jade (never seen this before) perspective, creating compelling visions and clear goals
- Explore the importance of empathy with a range of different perspectives and the ability to build strong robust relationships
- Develop understanding of the need to recognise and develop potential in others

Module content:

- Visions and storytelling
- Powerful communication skills
- Emotional Intelligence
- Building trust
- Fostering cooperation and aspiration in groups and teams
- Coaching – balancing challenge and support
- Developing talent

Lois Burton – North West Employers Associate

Lois has worked as an associate of North West Employers for nearly 10 years and specialises in coaching for executives and teams, action learning, leadership development and culture change.

Much of Lois’s work in recent years has focused around the challenges facing leaders in today’s rapidly changing workplace, particularly culture change and the development of key individuals, groups and teams within changing cultures, giving her a deep insight into the highly pressured environments at the most senior level.

## 9. Futures Leadership

Rene Barrett and Kelli Pickford  
Directors - North West Employers  
Cohort 1 – 4 December 2012  
Cohort 2 - 18 December 2012



This module will:

- Review and share individual, group and organisational learning
- Discover outcomes from Collaborative Improvement Projects
- Explore participants “distance travelled”
- Support participants to develop plans for next steps

Module Content:

- Where have you been?
- What’s your view?
- Most important attributes in a leader – measuring up
- Where are you going next?
- Mobilising organisational and individual change

### Rene Barrett – North West Employers Director of Learning and Improvement

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