

# Leading through uncertainty

Building expertise and driving positive change



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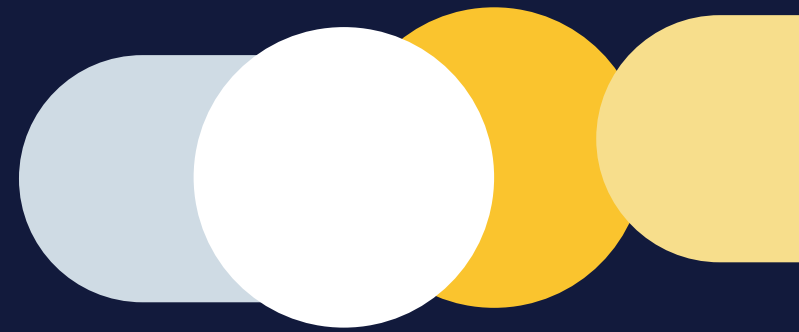


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Assistant Director of OD  
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NHS Employers



18<sup>th</sup> November 2025

# To get the most from this session



## Be present

- Minimise distractions - this is your time to think, learn and grow.
- Stay curious - listen for insights that resonate or challenge you.

## Take notes

- Jot down key ideas, reflections, or “aha!” moments.
- Capture anything you want to explore further later.

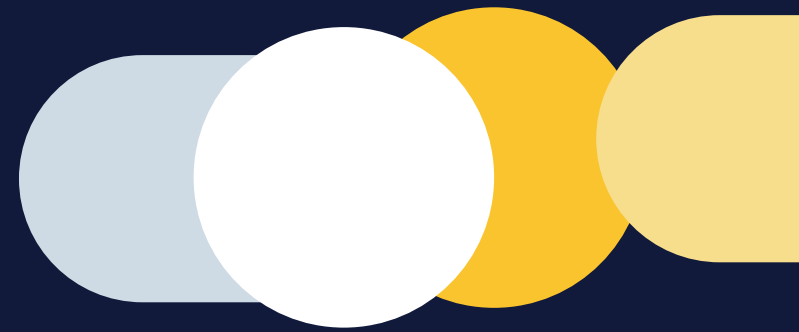
## Reflect

- Notice what connects with your own experiences.
- Ask yourself: *“How does this apply to me or my team?”*

## Ask questions

- Write down your questions as we go.
- Your curiosity helps everyone learn more deeply.

# Session outline

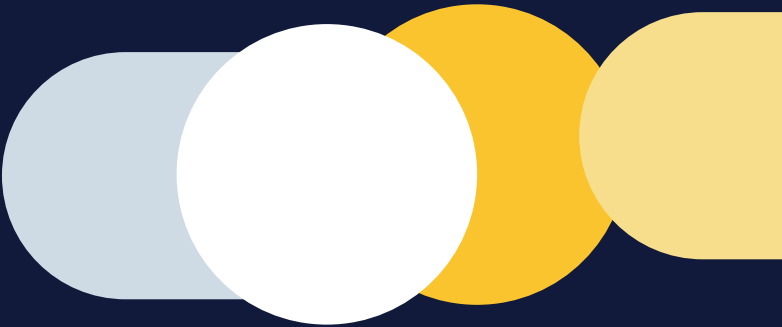


# What are we facing?



# The Change Curve & Bridges Transitions – Sessions for Staff throughout the change process





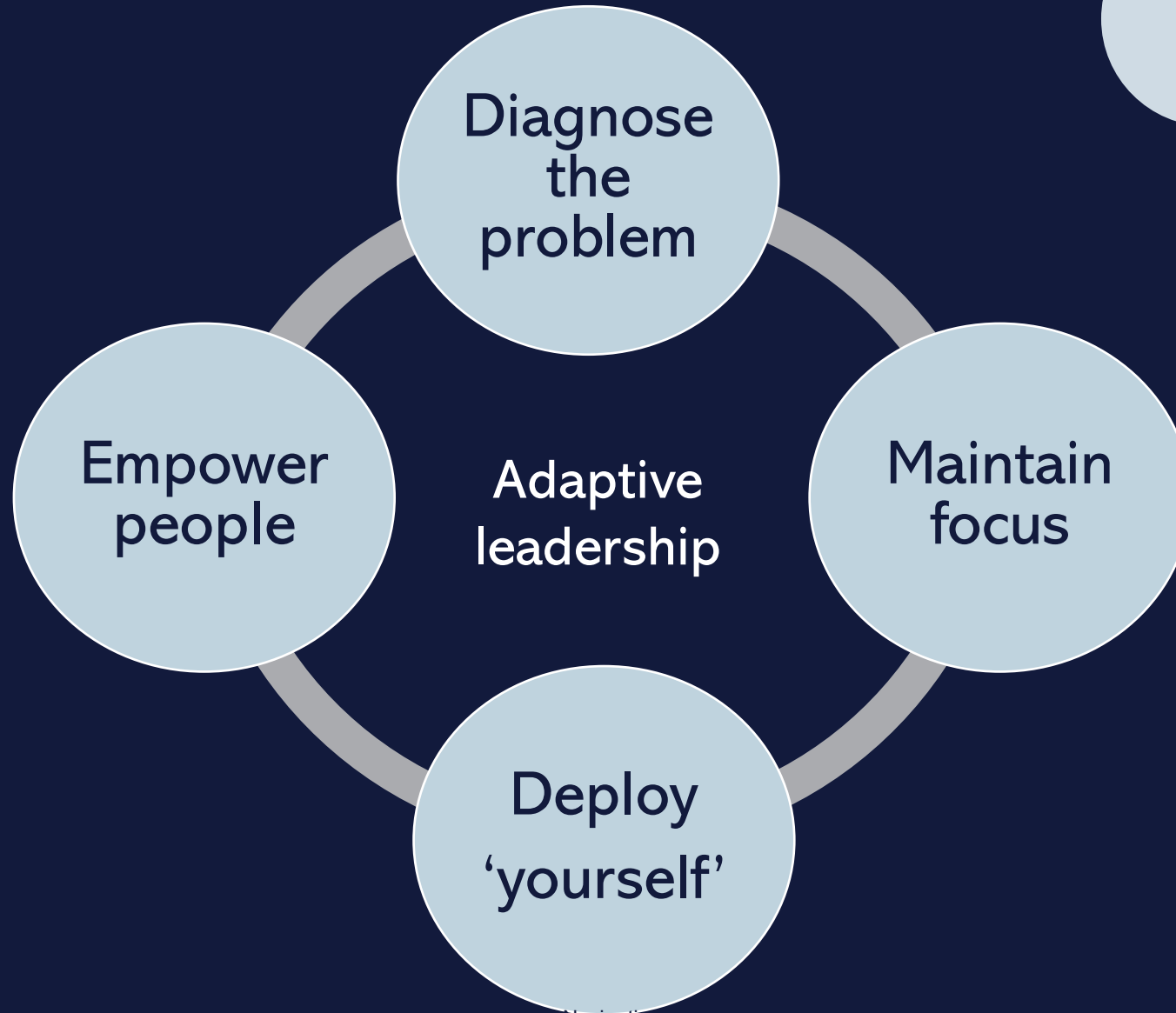
What are your  
experiences of how it feels  
to lead in uncertain times?



How do  
we face it?



# What do we need in uncertain times?

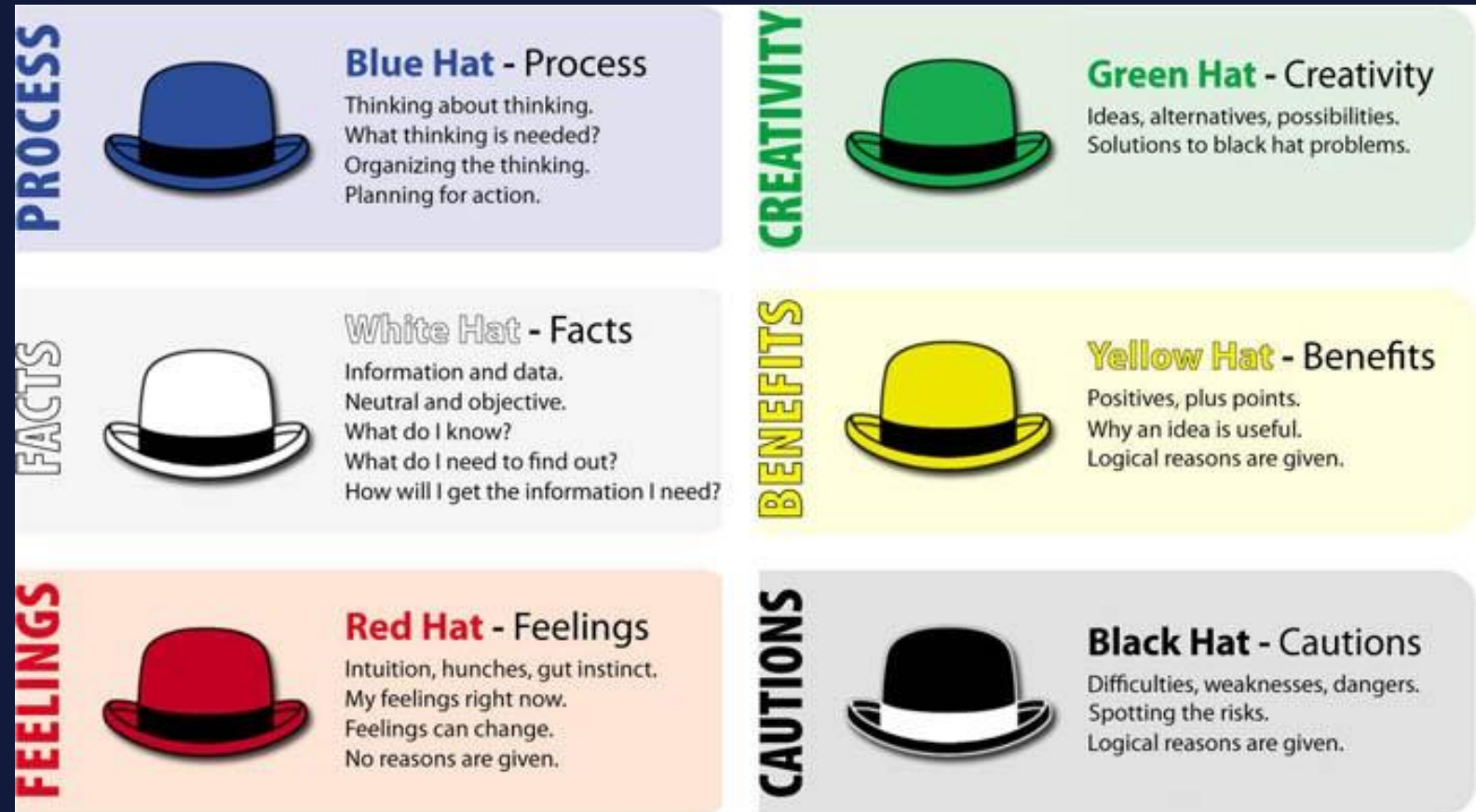




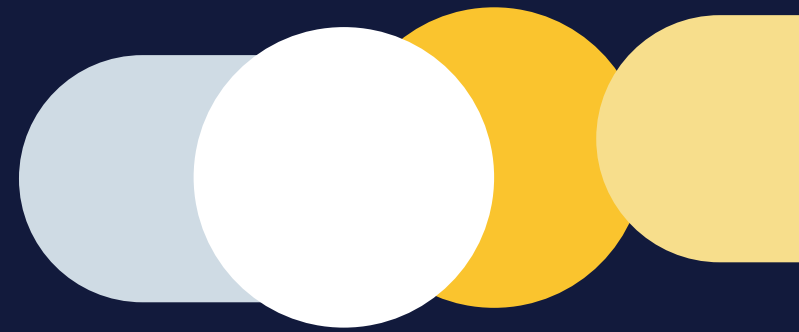
# 1. Diagnose the problem

Goal: Understand what you're facing as much as possible

## Six thinking hats (de Bono, 1985)







## 2. Maintain focus and encourage experimentation



### Team charter

<https://theteamcanvas.com/>

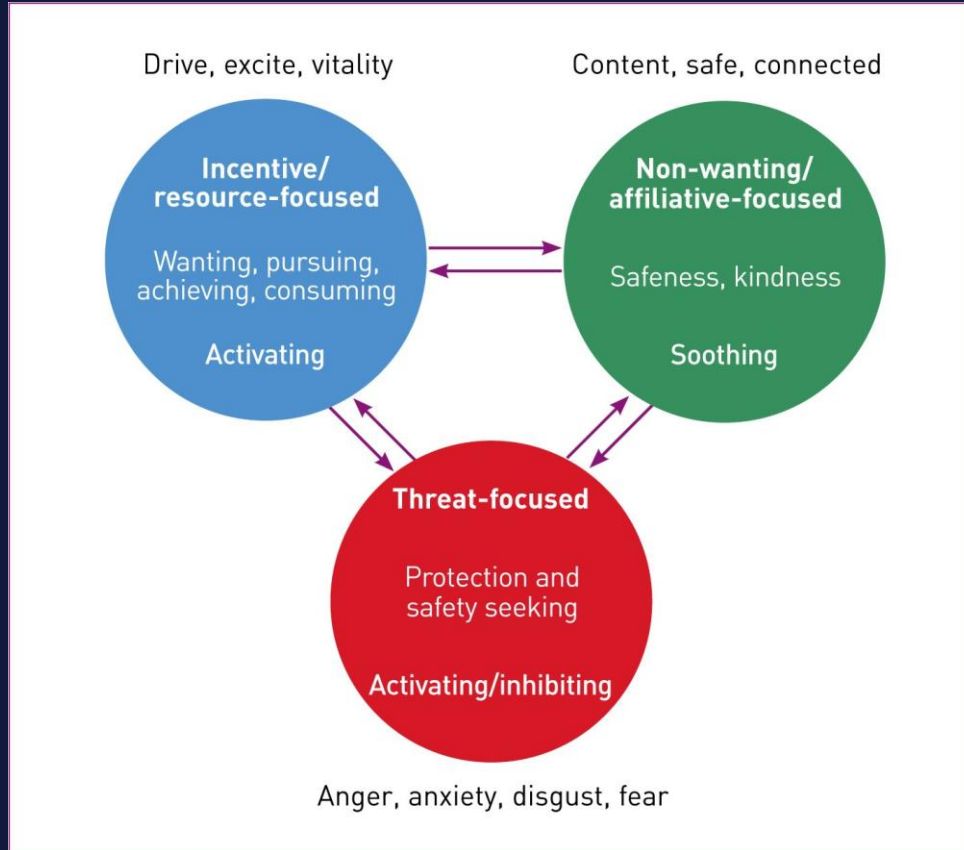
 <b>GOALS</b> What we want to achieve as a group? What are our key goals that are feasible, measurable and time-bounded?    What are our individual personal goals?	 <b>ROLES &amp; SKILLS</b> What are our names? What skills and strengths do we have on board of our group? What composition of roles would help us get where we want to be?    What are we called as a group?
 <b>VALUES</b> What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?          	 <b>RULES &amp; ACTIVITIES</b> What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?          

**PURPOSE**

Why we are doing what we are doing in the first place?

### 3. Deploy yourself

(get comfortable being uncomfortable and make space for feelings)

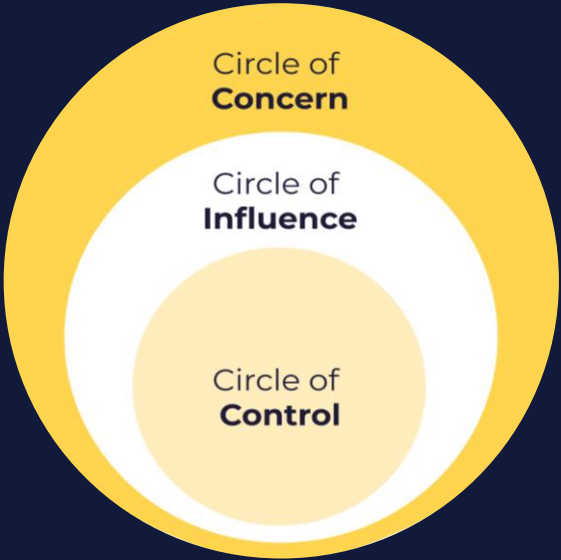
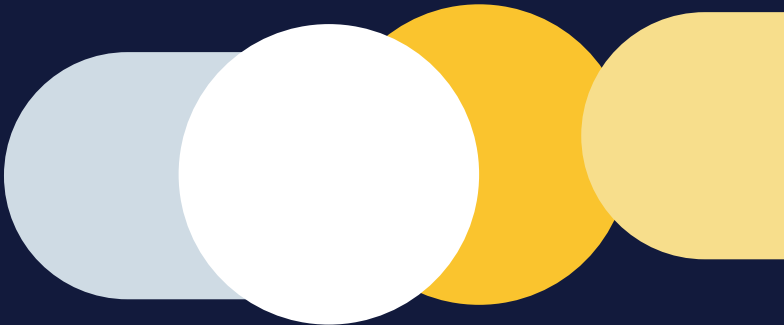


***“Crying makes you smarter”***

**(Nancy Kline, 1999)** – feelings are information – they tell us that something needs attending to

Paul Gilbert – *The compassionate mind*

# 4. Empower people (give control where you can)

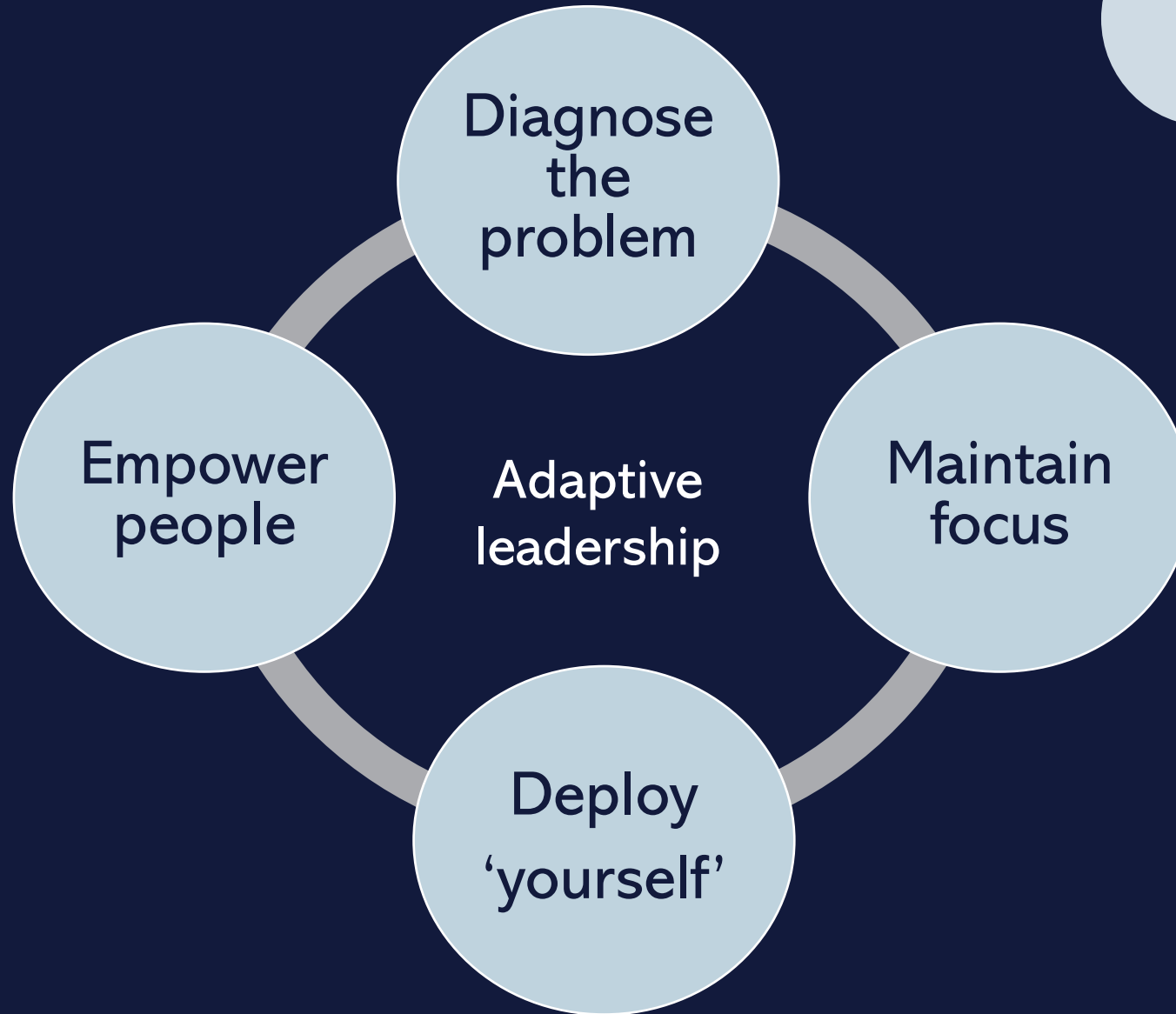


Steven Covey (1995)

Elements	Prompts	Your plan
Purpose	Why does what you're doing matter?	
Voices to involve	Who needs to be included?	
Ways to engage	How can you truly reach everyone?	
Creating shared ownership	How will it be genuinely co-created?	

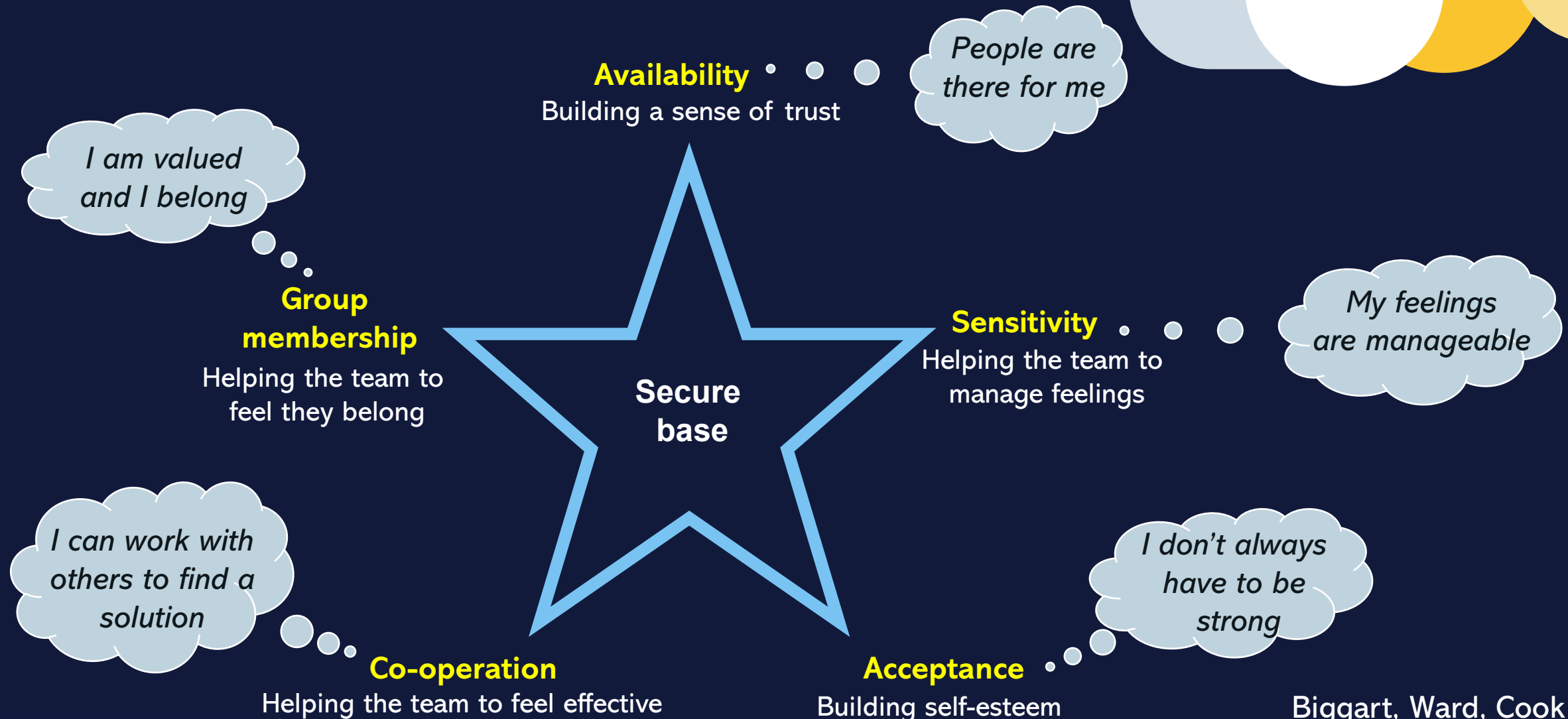
Community engagement planner

# What do we need in uncertain times?

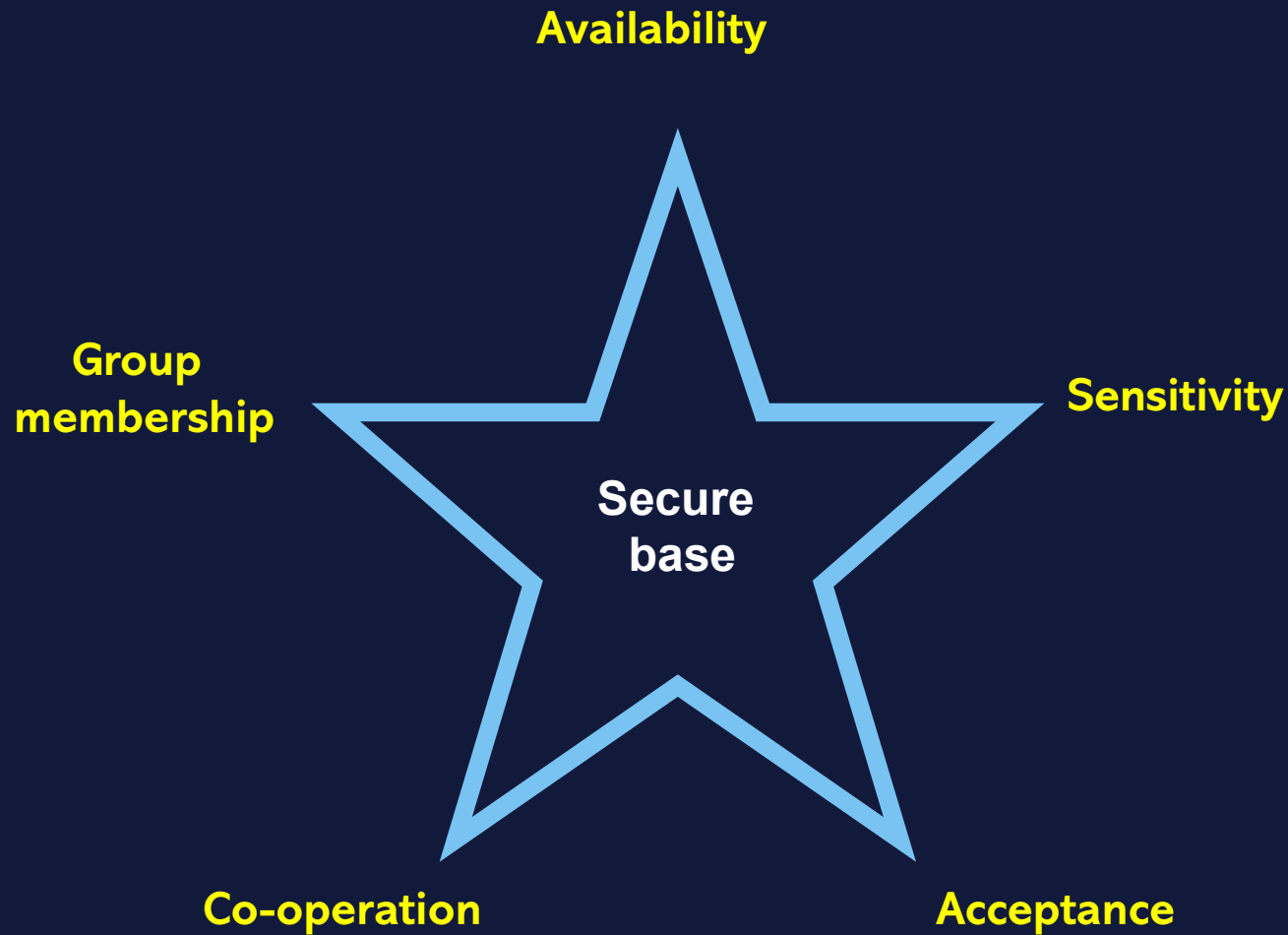
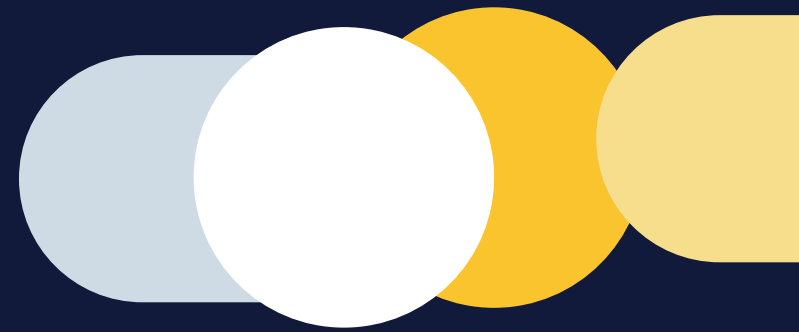


Heifetz (2009)

# An alternative model: Team as a secure base



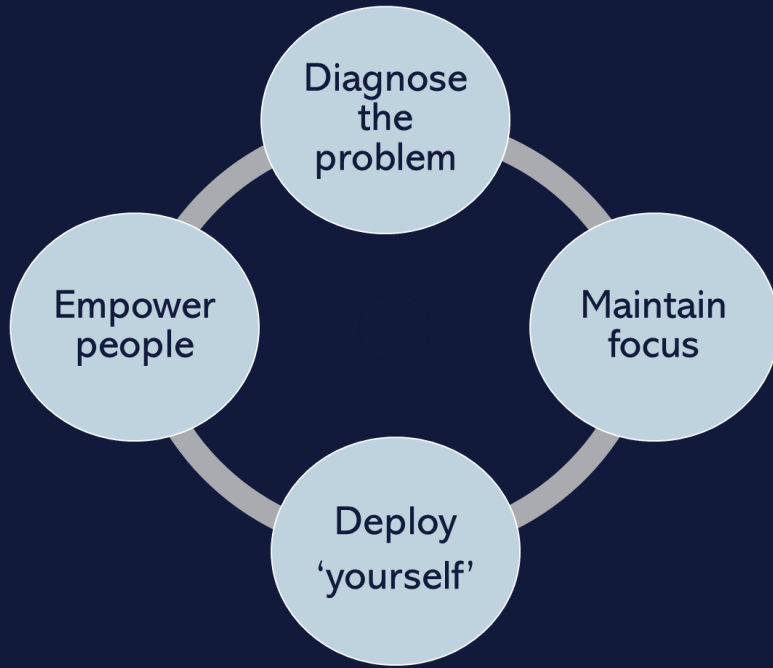
# An alternative model: Team as a secure base



- What do you do already in these areas?
- Which area feels the trickiest in your team or the teams you work with?
- What do you think you could do to aid development of this?



Thank you!



As a result of attending this session, what action/next step will you take?

