

Future People Leaders Programme

Transformation project guidance

12 May 2026

Considerations for your transformation project.

As part of the Future People Leaders Programme, you are asked to undertake a project aligned with the Transforming People Services programme.

The 10 Year Health Plan (2025) commits to implementing a digital first HR strategy. The Transforming People Services programme involves defining and implementing a Target Operating Model (TOM) that redefines people services' purpose and objectives to focus on work that matters most, optimises delivery of people services, and incorporates an AI-enabled interoperable digital platform.

Participants on the Future People Leaders Programme will be at the forefront of implementing the TOM, shaping how people services deliver value across their organisations and the wider system.

This project is designed to support you in putting your learning into practice. The sorts of projects that will be acceptable are those that:

- extend your learning
- impact on a significant part of your organisation or wider system
- move you from 'meeting' to 'exceeding' in the competency framework.

Your project should be agreed with your CPO/Sponsor as part of your application.

Your project will be explored as part of the end of programme development centre.

When considering your project, you will want to think about the following:

- What is the problem you are trying to solve?
- What difference will it make?
- So what?
- How is it linked to your organisation/systems objectives?
- How will it help patients and staff?
- Who will you need to involve?
- Have you conducted a stakeholder analysis?
- What are the risks and challenges and how do you mitigate them?
- What small 'p' and big 'P' politics do you need to consider?

When you have completed your project, you will want to think about the following:

Phases	Key Questions
What am I going to do? Set out a plan.	Summarise your proposal and share an overview with your audience.
Design your methodology and share your rationale.	Share your proposed methodology. Explore what you will do and when, but most importantly your rationale for this approach against other options.
What happened in practice?	Usually, what we plan, is not what happens in practice. Tell the audience what happened.
How do I feel about that?	What are your reflections on the events and how do you feel about them?
What did I learn?	Document your learning and what you would do differently.
What was the benefit to the organisation, system, patient and stakeholder?	What benefits can you derive from this business improvement project?



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