

## LLR Developing Diverse Senior Leaders Programme 2025/2026

### Stretch Assignments

#### What is a stretch assignment?

A stretch assignment is a project which you deliver that enables you to develop skills, and experience which challenge you and enable you to grow. The aim for our program is to ensure that your theory is applied in practice, and you are able to apply your learning while you are still part of the program with the support mechanisms available. We want to expose our candidates to real life experience of the careers that they aspire to progress into before they are in those positions as part of preparation to success.

#### What are the requirements for stretch assignments?

1. Must be agreed with your Mentor.
2. Can link to our ICS delivery priorities which are centred on:
  - a. Improving outcomes in population health
  - b. Tackling inequalities in outcomes, experience and access
  - c. Enhance productivity and value for money
  - d. Delivering NHS legal and constitutional requirements
  - e. Supporting broader social and economic development
3. Can link to your PDR objectives for the year.
4. It is recommended that you agree the duration of the project, your role and the anticipated outcome/s within the three-month period of the practical element of the program.

#### Examples of Stretch Assignments:

- a) Leading a procurement exercise for a particular identified need plus undertaking relevant commissioning activity.
- b) Recommissioning/ Decommissioning a contract.
- c) Service redesign
- d) Applying a QI process to a project
- e) Leading on a project within your organisation
- f) Change management
- g) Introducing or leading on a new way of working for example rolling out Digital projects or new services in Mental Health, Acute or social care

### During your Stretch Assignment

- a) You will agree the working hours to make sure you are not working beyond reasonable hours
- b) You will work closely with your mentor, shadowing in their day-to-day jobs, you may wish to agree to specifics of deliverables weekly, linked to the overall aim for your assignment (so that you are tracking your progress)
- c) You will have the opportunity to deconstruct beliefs about inclusion, guiding them to see things from the minority lenses whilst benefiting from walking in the shoes of your mentor
- d) Support will be available from your Sponsor, Coach and your Mentor, so make sure you have arrangements in place to make use and access these key individuals
- e) You will be an ambassador of your cohort of minority ethnic aspirant leaders across the system therefore your lived experience will transform organisations and those like you who aspire to be leaders in the future
- f) There will be a moderated whats app group where Aspiring Leaders can share experiences and encouragement
- g) There will be facilitated “check in” sessions for the Mentors/ Directors/ Executives that you will be working with to make sure that the environment that they offer serves you best.

### After your Stretch Assignment

- a) There will be an opportunity to present your Stretch assignment post completion at the celebration event. This will be done in the spirit of show casing good practice and learning for Aspiring leaders and Mentors.
- b) There will be an alumni community that will be created to allow ongoing networking, sharing of events, podcasts and other development opportunities.

## Glossary of Terms

<b>Coach</b>	An experienced individual who will help you to develop specific skills to navigate your professional journey. This involves process of inquiry, reflection, action, providing a safe space for individuals to explore possibilities and gain clarity.
<b>Commissioning</b>	Assessing, planning and prioritising, purchasing and monitoring health services to get the best health outcomes
<b>Decommissioning</b>	Changes of service innovation across primary, community and secondary care provision, when a service is no longer value for money or a priority
<b>ICS</b>	Integrated Care System (health, social and Voluntary Care Sector and Enterprises)
<b>Mentor</b>	A more experienced professional offering valuable insights into someone with less experience
<b>PDR</b>	Performance and Development Review
<b>QI</b>	Quality Improvement
<b>Sponsor</b>	Influential person within your organisation who will support the career development often of the underrepresented groups or less experienced employee. They often have a personal investment in the success of the individual they are sponsoring