



Leaders in Action

A collection of personal stories from civil servants demonstrating leadership in action

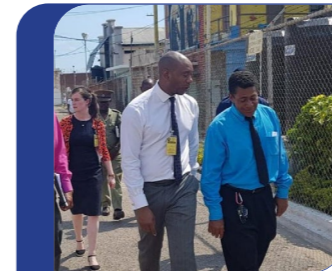
Every day we see the best Civil Service leaders...

...creating a sense of purpose and focusing on outcomes

...demonstrating passion and wanting to change things for the better

...exercising judgement and making good, evidence-based decisions

...guiding teams using experience and expertise

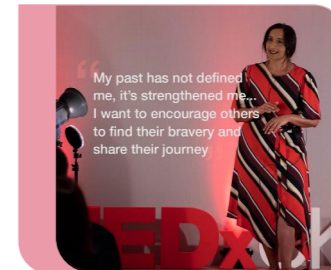
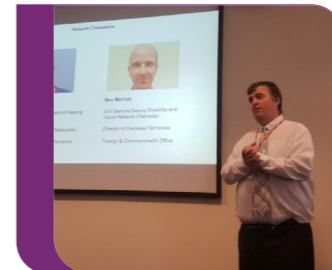


...empowering and developing individuals and teams

...building inclusive teams and encouraging challenge

...collaborating, making connections and encouraging cross system working

...continually reflecting on their leadership style and developing self awareness



Leaders in Action

Introduction

To understand the attributes of great Civil Service leaders, the Leadership and Talent Board and Civil Service HR met and spoke with leaders across government, listening to what people want from their leaders, and asking leaders to reflect on when they are at their best. Part of this work has been gathering personal stories and experiences of civil servants from different departments, functions and locations, which demonstrate the diversity of individual leadership journeys. We will continue to work across government to identify leaders across all grades and professions and to showcase great leadership.

What does this pack contain?

This pack showcases a small collection of these stories from leaders at all levels across the Civil Service. You will see stories from a range of leaders in, for example, operational, legal, HR, finance and policy roles, individuals working internationally and across the UK and leading major change programmes.

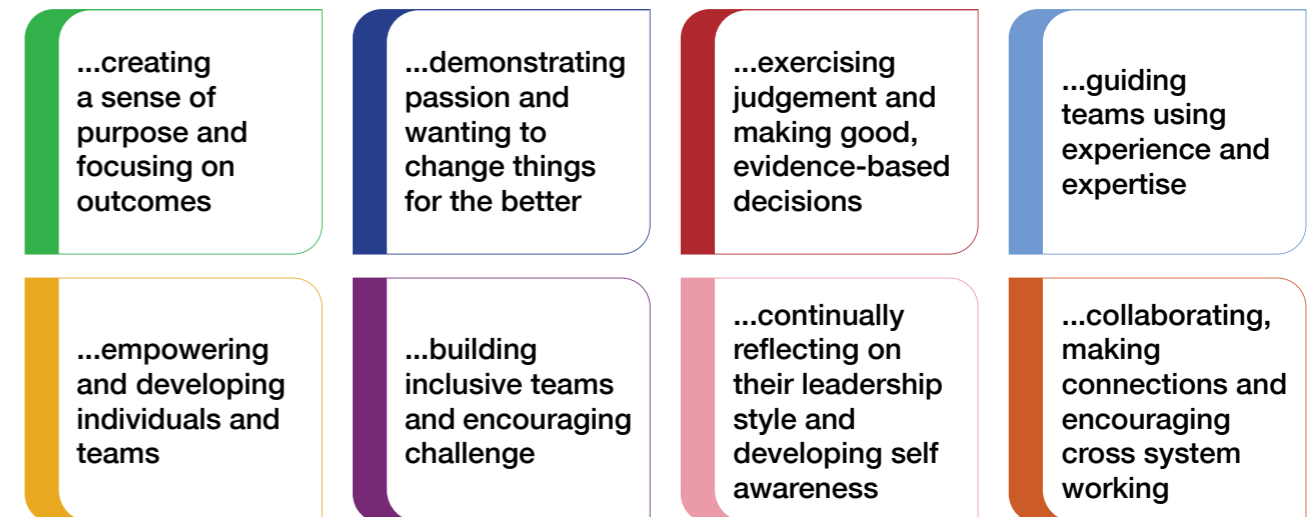
Leaders in Action stories aim to highlight the diversity of our leaders across a broad range of roles. It offers a snapshot of the many different Civil Service leaders, with diverse experiences and expertise, who are building and supporting their teams to deliver for citizens. These leaders show how they are working with others to solve problems in an innovative way and how they lead others to shape and deliver Civil Service priorities.

These stories helped us to **identify some of the attributes of the best Civil Service leaders**, which set out what good leadership looks like. These can be found in the accompanying **Leadership in Action** document. **Leaders in Action stories showcase these attributes in action.**

The attributes in **Leadership in Action** and the stories from **Leaders in Action** can:

- help **individuals** to actively consider their own leadership. They should help people to think about how they can be at their best, more of the time, and for leadership teams to identify the right mix of people needed for great leadership across an organisation;
- support those **designing leadership development programmes** to consider how to help Civil Service leaders to develop, learning from good practice leadership that we see in action and practice every day.

Leaders in Action stories will be added to over time and departments, functions and professions are invited to work together to use the leaders' stories to support wider development of leadership programmes and to help bring the words to life.



Nahida Ahmed

My role

I started as a front-line operational staff member in the Driver and Vehicle Standards Agency (DVSA) and quickly progressed to operational area manager with circa 200 staff. I was the first BAME SEO in DVSA. I moved to supporting staff in Talent & Capability and led the Agency's Race Network before progressing to my current role in HMRC.

My leadership journey

BAME staff in DVSA had no role model in leadership and representation was low. This not only affected staff morale and engagement, but also impacted our customers who were diverse themselves, as they came to the Agency for driving tests or MOTs. Leading the Race Network, I became the critical friend to the CEO and Directors to tackle this issue. I also volunteered to feature in videos and merchandise to improve attraction rates.

I wrote blogs and articles about my personal development and my vulnerable journey about the barriers I faced (forced arranged marriage, daughter diagnosed with leukaemia, being disowned by family when asking for divorce to name a few), how I overcame them and took control.

I travelled across the country sharing my messages at conferences and events and was even invited to do a TEDx talk. I have mentored over 50 civil servants and have helped many of them in their self development and make progress in their careers.

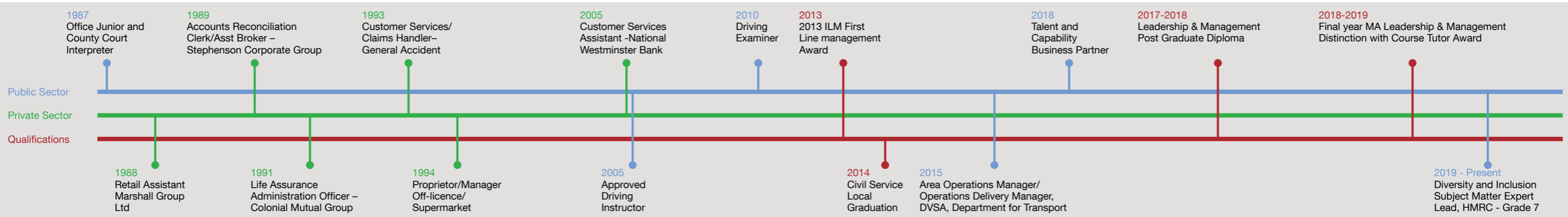
As Talent and Capability Business Partner, I took personal ownership of supporting all staff across the DVSA and my success in helping people was recognised in several awards. I became a role model in DVSA and not just for BAME staff. I was commended for my leadership style by the CEO for my work to improve our staff engagement scores.

My experiences prompted me to undertake further studies, completing an MA and research project focussing on career immobility affecting BAME staff and some of my research has influenced the development of interventions in DVSA. I have just completed a podcast with the Charity for Civil Servants and I want to continue to inspire and encourage others to take control, share their stories and help others.



“ Leading the Race Network, I became the critical friend to the CEO and Directors to tackle this issue.

Accepting that everyone is unique, everyone has something special to bring to the table, respect everyone equally and allow your vulnerability to be your strength and authenticity. Don't let your past define your future. Let it be the strength to enrich your future. ”



Simon Mustard

My role

I am currently the British High Commissioner in Sierra Leone, with responsibility for nearly 250 staff and a diverse platform of several government departments. I lead a talented team that is responsible for strengthening the relationship between our two countries, leading UK efforts to improve Sierra Leone's stability and prosperity and promoting the UK's political, development and commercial interests.

My leadership journey

I have been in the Foreign and Commonwealth Office (FCO) for nearly 20 years, including postings in Central America, Africa, Washington, London and the Middle East. Before joining the FCO, I served as a police officer for several years. I have worked in a wide range of roles and grades, on issues like counter proliferation, conflict prevention, bilateral policy delivery, consular work, crisis response, HR issues and corporate services. I am currently posted to my second Head of Mission role and have been a Deputy Director in London.

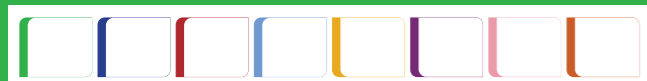
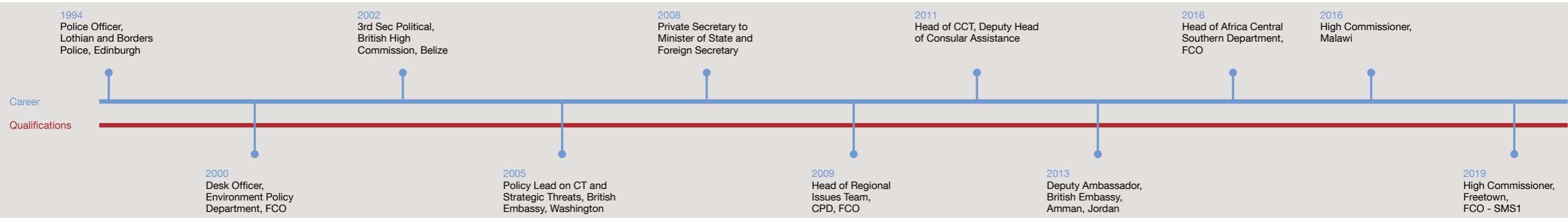
Having started in the FCO at a junior grade (B3), I have maintained an active interest in learning and development. I have benefitted from a number of mentors and coaches, always seeking challenge and 360 feedback from colleagues of all grades, to both improve my performance and foster a strong learning ethic in the teams I have been involved in. I continue to learn about leadership and delivery and ensure that my approach is grounded in common sense, empathy

and good communications, listening to others and admitting mistakes. My advice is to always bring your whole self to work and don't pretend to be something you are not. Being different is a strength that enhances teams, not diminishes them. I am also the Chairman of Foreground, the FCO staff association that represents the interests of colleagues from lower socio-economic backgrounds. We are actively involved in cross-government efforts to increase the diversity of the Civil Service and ensure that our department is more representative of the country we serve overseas, with staff from all walks of life and the regions beyond the South East.



Simon Mustard

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Tola Ayoola



Tola Ayoola

My role

My role is to develop world class leaders across the Civil Service. During my experiences inside and outside of government I've managed to develop my passion which is to enable people, teams, and organisations to be the best versions of themselves and to build trusted relationships at all levels to enable teams to deliver tangible results.

authenticity. My most challenging role was on secondment to London Organising Committee for the Olympic Games (LOCOG). I had to learn how to run a large scale operation and lead experts when I had no knowledge of the subject.

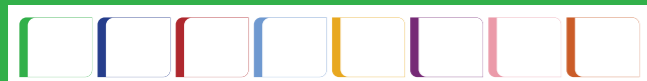
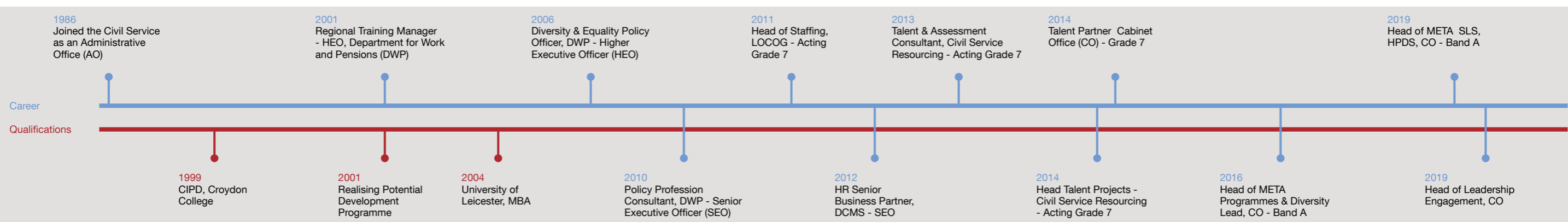
I have always had a clear career plan and what my next role should be. The relationships I've built and maintained over time has enabled me to secure mentors and sponsors who are supporting me with landing my next role. Part of my leadership journey has been to always seek feedback, increase my self awareness and be comfortable about being vulnerable. I would describe myself as a strong people engager with a love for coaching and spotting talent.

My leadership journey

For me, leadership is all about working with a diverse range of people. I have learned through experience that working hard to gain the trust, loyalty and commitment from my teams to deliver work to shared goals has worked to secure support and high performance from my teams. Whilst it has taken some time for me to progress from Administrative Officer to Grade 7, I purposefully took time out to study, to develop my coaching, psychology, HR and business expertise. I found out that I love learning and the power knowledge provides.

I mentor, coach and develop a wide range of colleagues including participants across accelerated development schemes. I'm also a firm believer in continual professional development and goal setting and constantly remind myself to challenge what I'm doing. I have purposefully worked in a number of departments, learning how to operate in different environments, working out new ways to deliver, observing leaders and adapting my leadership approaches without compromising my

“ Building the competence and confidence of people and teams and spotting talent along the way keeps me grounded. Learning from my successes and failures, and sharing my growth continues to be an important element of my leadership journey. ”



Ben Merrick

My role

I lead the Foreign and Commonwealth Office (FCO) work on the Overseas Territories (OTs), setting strategy, overseeing a Directorate in London and overseas of around 70 staff with a c £50M programme, and heading the Government of two OTs. I've drawn extensively on my experience across the Civil Service of leadership in tough, complex conditions.

My leadership journey

As OT Director, I've led colleagues in London and overseas through long-running adversity in the response and recovery for the Caribbean hurricanes of 2017, requiring long-term vision, sensitive political handling, and empowering all our many stakeholders to deliver. I've championed the Civil Service values in everything we do, including coaching my teams in how to apply objectivity and integrity to decision-making, eg around political relationships, fiscal reforms, child safeguarding and many other complex issues in order to improve outcomes for the citizens of the OTs.

I've also been appointed as the Deputy Disability Champion for the Civil Service and spend a lot of time working to create the right culture, practices and support across the many parts of the Civil Service to enable disabled people to thrive. Being asked to be the Civil Service Deputy Disability Champion has allowed me to represent a diverse group of people and collectively lead change across the entire Civil Service. I've emphasised the importance of being clear on overall priorities,

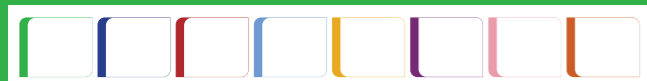
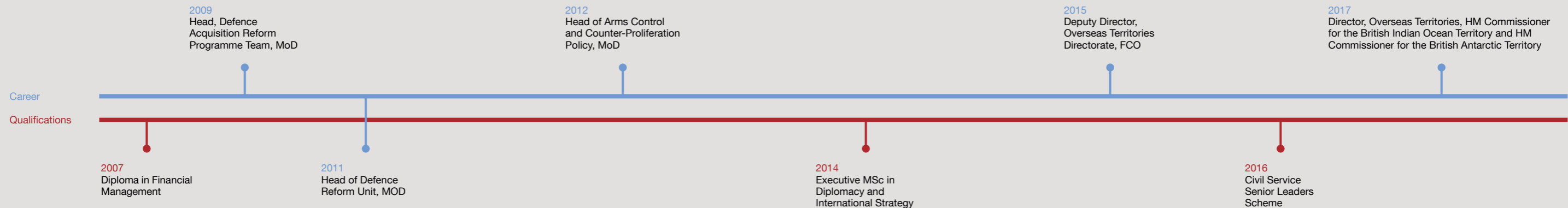
working through other champions and role-models, mixing support with challenge where inclusion isn't happening, and role-modelling myself what disabled people can achieve.

I've sought to lead in a range of roles in FCO and my parent Department, MoD, to expand my leadership experience. I've always sought to help the organisation improve as a whole, such as co-founding MoD's Policy profession and acting as policy skills champion there. I've also sought to put a lot of time into my own development over the years, including completing the Senior Leaders Scheme and doing an MSc in Diplomacy and International Strategy.



Ben Merrick

I've sought to lead in a range of roles in the Foreign & Commonwealth Office and my parent Department, Ministry of Defence, to expand my leadership experience.



Jenny Sandham

My role

I am the Head of Strategy and Change and Head of Barrow (in Furness). Both halves of my role require effective leadership - listening to and working with the entire agency to deliver a change programme that meets our aspirations and needs, demonstrating the leadership behaviours we expect from all who work in the agency.

As the Ministry of Defence (MoD) Head of Barrow , leadership takes place in an industrial environment with BAE Systems (commercial company that constructs all the UK’s boatbuilding for new submarines). Since the role was created a year ago, I have worked hard to embed a joined-up Barrow culture with a strong leadership team on the yard who support me.

My leadership journey

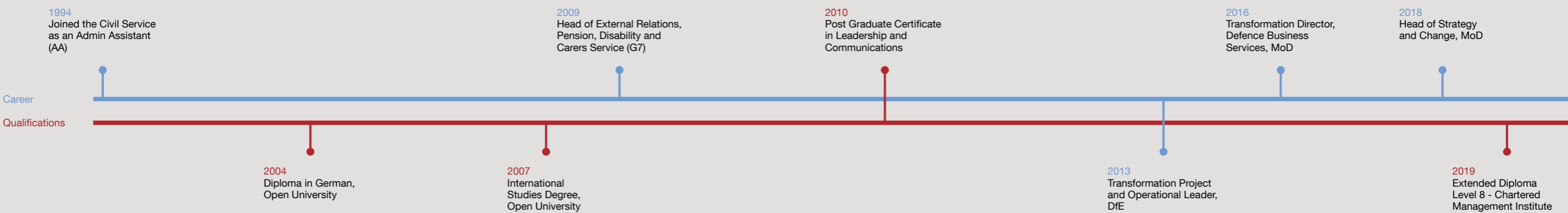
For me, leadership is all about people. They come first in all that I do, and as a result, I have the support and loyalty of my teams in our collective delivery. I have progressed from an Administrative Assistant to a Senior Civil Servant whilst living and working in the North West. I was the first non-graduate Fast Streamer in DWP, and the only part time, single parent at that time!

As a result, I mentor many people and take every opportunity to share my career story widely. I have moved between several departments, learning more about different cultures and ways to deliver. I have also had a year on secondment to a regional charity where I learned how passionate people can be about their roles when they understand the impact they make on people’s lives.

I studied a degree with the Open University to broaden my academic capability and realised the discipline it instilled. This has subsequently helped me prioritise and deliver in each role. I still like to study now to keep my brain exercised - learning foreign languages and playing competitive scrabble are my daily commitments. I have always had a clear idea of where I want my career to go – and even now, have a dream job (or two) for which I am trying to broaden my skills. Having goals definitely keeps me motivated at work, although my current role is one of the most rewarding and inspiring roles that I have ever had.



“ **For me, leadership is all about people. Working in and with a range of departments has helped me really understand the opportunities available in the Brilliant Civil Service and the many people who are so committed to delivering public services efficiently and well.** ”



Nagesh Reddy

My role

In my current role, as a Programme and Portfolio Director, I have responsibility for four key programmes for DWP (circa £200m and over 200 people, working across different agendas and within multi-disciplinary teams). These are being delivered within the backdrop of political, financial, and resourcing challenges and in highly complex environments. This has required me to coach, guide and support the programmes and Programme Directors. I act as a sounding board for development and delivery challenges, opportunities and representing the programmes at various forums.

My leadership journey

I have over 20 years of experience of leading successful and sustainable transformational outcomes, within challenging political, financial and high profile complex environments. I've delivered across a range of disciplines, sectors, departments and professions, including within change and operational delivery environments.

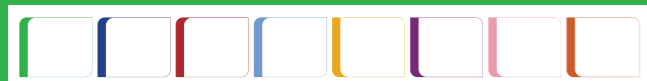
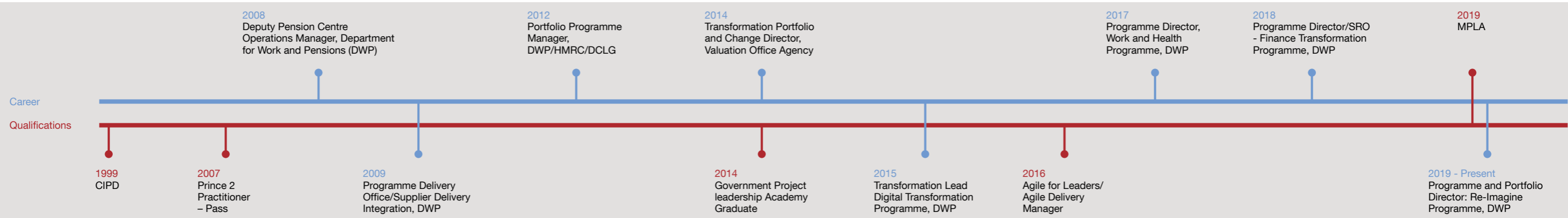
But what's more important, is the positive way I have delivered them. This is supported by feedback from users, stakeholders, partners and customers alike. Over the years, I have used my extensive experience of working in operational and corporate roles to deliver successful and sustained transformation, including when I led the delivery of the Work and Health Programme (WHP) to time, under budget, and increased net present value from £102m to £264m.

WHP is a £500m Government Flagship programme, intended to bring one million more disabled people into work. It was rated amber when I took the reins and lacked the support of senior officials. Under my leadership, we turned it around. The IPA report highlighted that the WHP team should be considered best practice. They also reported that a significant number of stakeholders, specifically cited the positive culture and environment I created through my leadership and investment in people and relationships that was testament to the successful delivery of the Programme, despite people saying it couldn't be done.



Nagesh Reddy

“ I create the environment for people to be and bring the best of themselves to work. I can be me and succeeded irrespective, of gender, age, background or location. ”



Jae Samant



My role

I am the Director General for Market Frameworks Group in BEIS. I have responsibility for a range of policies which enable markets to function efficiently and effectively, including consumer and competition policy; product safety of all household consumer goods; business frameworks (corporate governance, corporate transparency and diversity, etc); better regulation; and the labour market (most employment law and enforcement of it) and the National Minimum Wage.

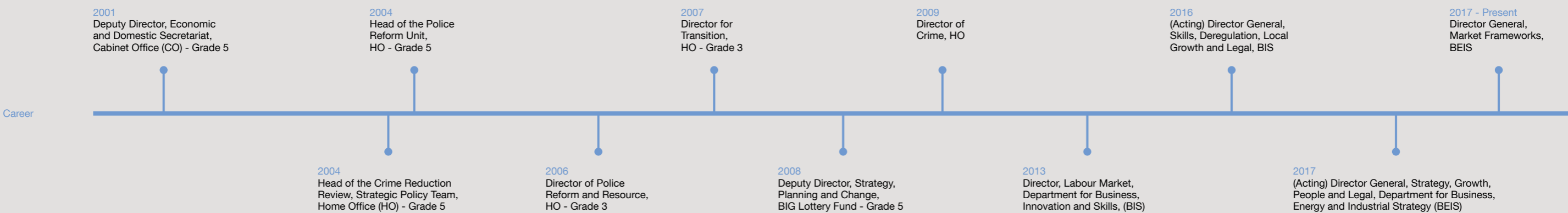
In addition, I have worked with a tiny team of HMT/ BIS colleagues to design and deliver the National Living Wage, which put more money into the pockets of 2 million of the poorest working people.

My leadership journey

My first posting was in a Jobcentre in 1992 and it left me with a lifelong focus on delivering for real people. I have been fortunate enough to work in six departments and secured secondments to the BBC and to the BIG Lottery Fund. I've loved almost all my roles and have worked with fantastically nice and capable people.

I was part of the team which designed and delivered the huge New Deal for Young People programme within a year of the 1997 election, aiming to get 250,000 young people off welfare and into work. I led my first ever meeting in a Town Hall while consulting on police reform – nothing like hearing it directly from the people we serve. I have helped to lead the immediate incident management as well as longer term policy response in the Home Office to the multiple riots in the summer of 2011.

“ *Seeing a Permanent Secretary I worked for years ago being open about his vulnerabilities has helped me to be open about mine – it's important to dispel the myth that we can all be brilliant at everything or that failure is entirely unacceptable.* ”



Graeme Goldsmith



My role

I lead the delivery of all Regional Change within the Crime Jurisdiction. I am the senior point of contact for our Criminal Justice System (CJS) partners and work closely with the senior judiciary in the Criminal Courts. I am also responsible for Crime Performance Delivery across the region. At a corporate level I am the Ministry of Justice Disability Champion leading on Mental Health.

The role I am in now requires very strong collaboration across the CJS to build sustainable platforms where teams work together with support and autonomy around a common set of themes with far stronger citizen/customer outcomes as a result. I've also learned that an inquisitive approach and enquiring mind is healthy!

We delivered our Mental Health Allies programme starting from zero to now having 800 Allies with over 18,000 interventions undertaken. The Allies are a superb example of what support can be developed and delivered with a bit of a strategic steer and plenty of support.

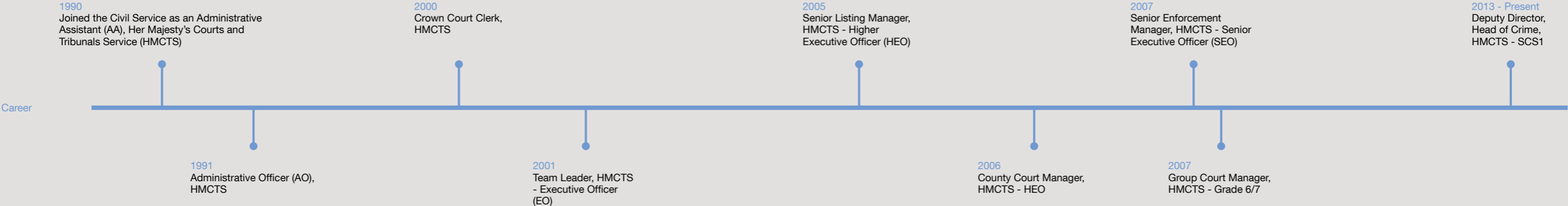
Finally, the leadership journey never really ends and a touch of humility goes a long way!

My leadership journey

I have spent my entire career in Operations and I am very proud of the fact that I have worked at all grades in the Civil Service, having started as an Administrative Assistant and worked my way, via numerous managerial roles, through to the Senior Civil Service (SCS). As I've taken on more responsibility, I have learned that the power of the team trumps any individual, however hard that individual works. The ability to understand the team dynamic, getting to know how people work and what they enjoy doing has allowed me to build high-performing teams that deliver in a productive and enjoyable way.

Giving teams latitude to innovate with autonomy has been a key success. I've learned that we can overcome traditional boundaries, provided we build trust through honesty and transparency.

***An inquisitive approach and enquiring mind is healthy
Being a leader of people has allowed me to deliver far more than I ever could do on my own.***



Emma Williams



My role

I lead a large and diverse team whose mission is to develop and implement policy designed to help achieve our ambition for everyone in Wales to have a suitable home and the support they need to thrive in it.

genuine like and admiration for one another can deliver true multi agency excellence. The same mutual respect and understanding underpins strong teams; I believe it's my role to find ways to help it flourish and help people feel passionate about what they do.

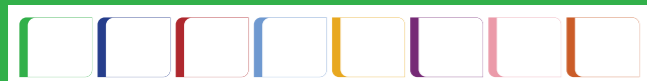
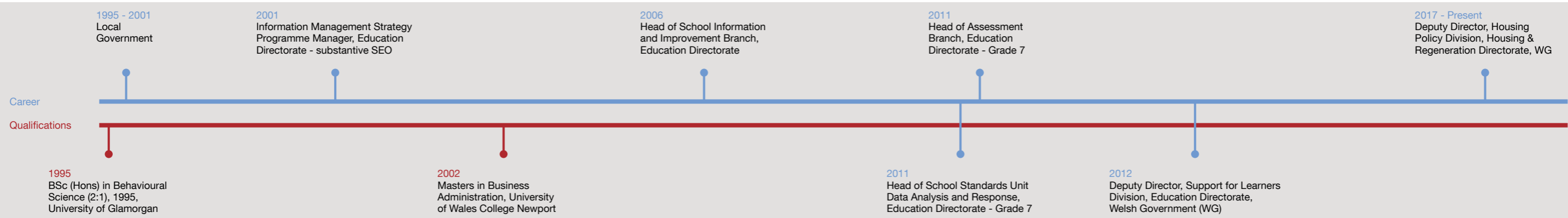
What I appreciate now more than ever is that I am my most effective as a leader when I inspire others to share my vision of a better world and facilitate them to act on that belief.

My leadership journey

I fundamentally believe we can make a positive difference to people's lives and that everyone deserves to live in a society that supports them to thrive. Throughout my adult life I have juggled career, family and education. My passion and drive to deliver, and to deliver well, are key features of my approach – not just to work but to life in general. A change of direction, moving from education to housing policy really helped me develop my leadership skills. Suddenly not being the 'expert' in the team helped me think and act differently. I adapted and honed my leadership skills particularly in terms of the way I collaborate and share leadership.

I believe there is a real strength in collaboration – great policy suffocates in silos. Many of the biggest ticket policy areas I've worked on have faced the challenge of finding ways to ensure good 'multi-agency working'. I've always believed that people, and agencies, work at their best together when there is mutual understanding and respect as a minimum and

**“ Many of the biggest ticket policy areas I've worked on have faced the challenge of finding ways to ensure good 'multi-agency working'.
Changing roles to an entirely new policy area really helped me develop my collaboration and dispersed leadership skills and made me realise that that I am my most effective as a leader when I inspire others to deliver. ”**



Joe Griffin

My role

I am responsible for delivering the expansion of funded early learning and childcare in Scotland to all three and four year olds, and eligible two year olds. This will nearly double the entitlement to families from 600 hours a year to 1140 hours. This is a £1bn change programme.

My leadership journey

As an idealist, I believe in Government as a force for good. In Scotland, it has been inspiring to work with Ministers under our National Performance Framework, which states that Government is about achieving outcomes that contribute to people's wellbeing. In our early learning and childcare programme (ELC), we have defined the programme's outcomes in terms of children's development, as well as family wellbeing and people's employment opportunities.

We are measuring all of this, and will be held to account on it. I also believe Government is fundamentally about collaboration, and we have invested heavily in our ELC relationships with local government, as our principal delivery partners. This has helped us understand the differences in service delivery between Shetland and Dumfries, and also define a multi-year budget, shared governance and excellent management data (proactively published) to understand how we are

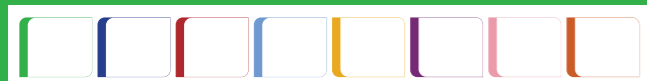
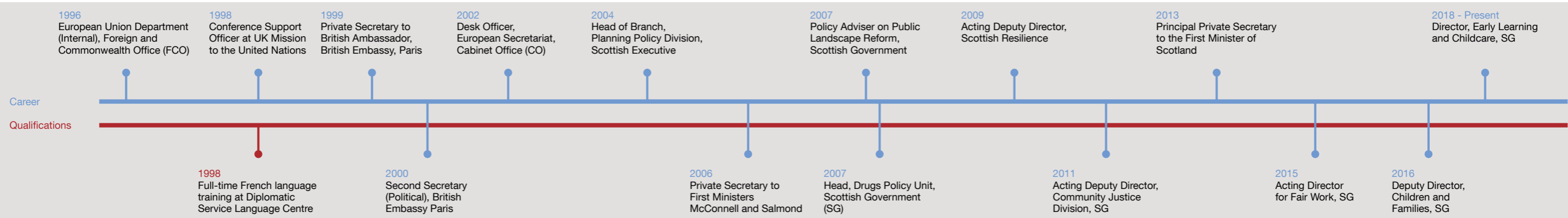
getting on. Living out the values of impact and collaboration, means I need to be open and responsive to what people tell me, as well as well-travelled and constantly curious.

With my Deputy Director, we have built a team based on these same values, as well as a consistent priority placed on our individual and collective wellbeing. Progressing these things can feel counter-cultural, and sometimes a bit risky, but the feedback has been that it's a great place to work, and our performance as a team is of a high quality. I believe constant attention to our values, wellbeing and wider cultural awareness is essential as the complexity and pace of the world increase around us. This is how Government can continue to improve people's lives.



Joe Griffin

“ Government should be a force for good. As leaders we need to be committed to achieving outcomes through collaboration, and to hold true to these values in a complex and fast changing world. ”



Francesca Kay

My role

As Deputy National Statistician I lead on enabling the use of data, technology and data science to exploit the opportunities of the data revolution to help Britain make decisions. This requires collaboration across the Civil Service and beyond to provide evidence, analysis and insight to citizens and decision makers.

My leadership journey

I spent the first 20 years of my career working in the private sector and whilst I gained a great range of experience and knowledge, I came to the conclusion that I wanted to work for a different type of organisation, one which better reflected my values. For me it was about finding an organisation which did work that really mattered and one which put staff at the centre of their organisation. Once I joined the Office for National Statistics (ONS) I was completely hooked.

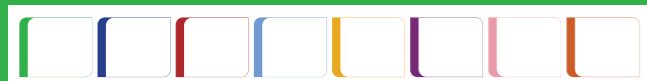
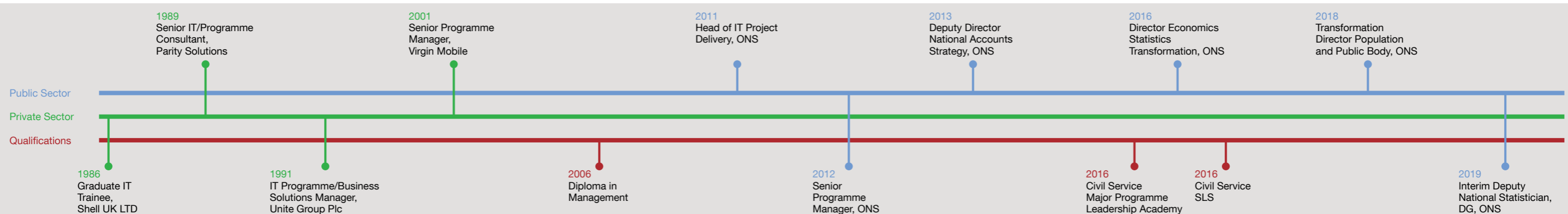
When we work at our best, we genuinely provide critical information to decision makers which can save lives, for example the work ONS published on student suicides helped provide evidence to secure funding to support students struggling at university, that was something I never helped to achieve in the private sector.

For me leadership is all about collaboration and inclusion. We can't deliver alone, and we deliver much more effectively if we get a wide range of views from people with different backgrounds, experiences, beliefs and perspectives. It's one of the reasons I have spent much of my career leading transformation programmes - I love the variety and the chance to work with so many different people. Recently I was responsible for the programme preparing for the 2021 Census and transforming our social statistics system. This involved working across ONS and Whitehall to prepare the legislation, technology and data to make the 2021 Census the most diverse and inclusive it's ever been. It's all about collecting the highest quality data to be used by citizens, business, central and local government, academia and the third sector to help shape decisions and policies which impact everyone's lives.



Francesca Kay

“ Leading large transformation programmes has helped me to challenge myself and the teams I work with to continually strive to improve, through both small and large steps. Reflecting on what has worked well and what I can improve, both personally in how I perform as a leader and in what and how we deliver, is at the core of how I continue to grow as a leader. ”



Uzma Khan

My role

I have had a varied and broad career, mainly as an economist in the Scottish Government. Recently, I have moved into a policy role to lead on developing a coherent narrative across Scottish Government on our future economic priorities.

My leadership journey

I joined the Civil Service as a Fast Stream economist, and have benefitted from working in a variety of roles in the Scottish Government – starting in agriculture, to working in post-16 education, health, business, transport and the Office of the Chief Economic Adviser to oversee Scotland’s economic performance and strategy. Along the way, I have picked up vast amounts of knowledge on different policies and their impact on citizens lives, communities and the economy. It’s been great to end up in my current role where I can consolidate this knowledge and evidence and focus on bringing greater coherence to economic policy.

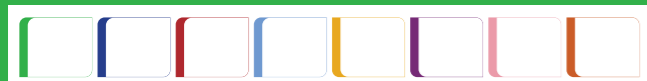
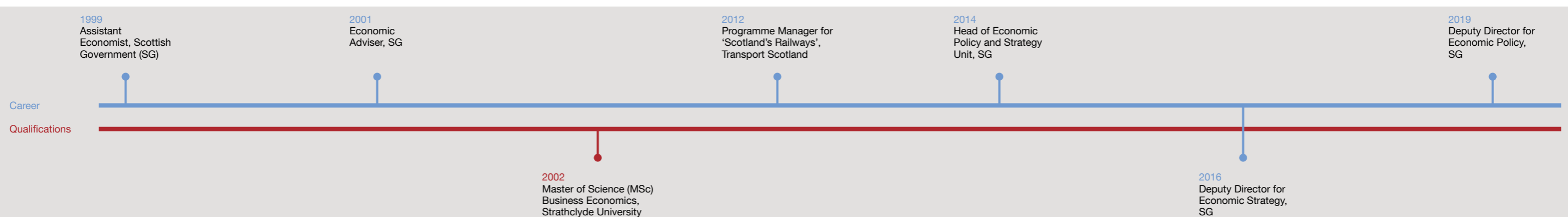
I have managed my career and balanced it successfully with having three children and taking full advantage of maternity leave and part-time working. At times, when I felt the priority was on my family life rather than seeking promotion, I continued to develop myself by investing in the breadth of experience on offer in the Civil Service. Through this, I have

worked with many different professionals, industry experts, and teams – working in different operating environments and testing my own capabilities and approach to leadership as a result.

My behaviours and leadership values at work are strongly influenced by my own background and personal experiences. In addition to my day job, I am one of two Scottish Government Race Champions and co-chair of the Race Equality Staff Network. I strongly believe in investing in people and talent, in doing so, ensuring we have greater diversity of thought in our workplace.



“ **Having worked part-time for much of my career, I have been able to use my own experience to challenge others’ perceptions of the effectiveness of part-time staff. It has also enabled me to recruit high-performing diverse teams with confidence and demonstrate that part-time and working flexibility, does not equate any less ambition or less effectiveness.** ”



Simon Skerritt

My role

I manage the delivery of the Performance Report to my departmental board. I am a mentor, reverse mentor and also lead in driving inclusive leadership in cross government networks for civil servants who are deaf, hard of hearing or have visual impairment.

I also reverse mentor within my department to provide input to my senior leaders and constructively challenge the way that my department operates. I love to pose challenges, knowing that my senior leaders will listen to my challenge and provide feedback that will help develop me as a leader.

I am on the Positive Action Pathway programme this year and seek to undertake awareness sessions to share what I learn so that I can raise awareness of the Pathway programme and seek feedback to provide back to the programme organisers to improve delivery of the programme in future years.

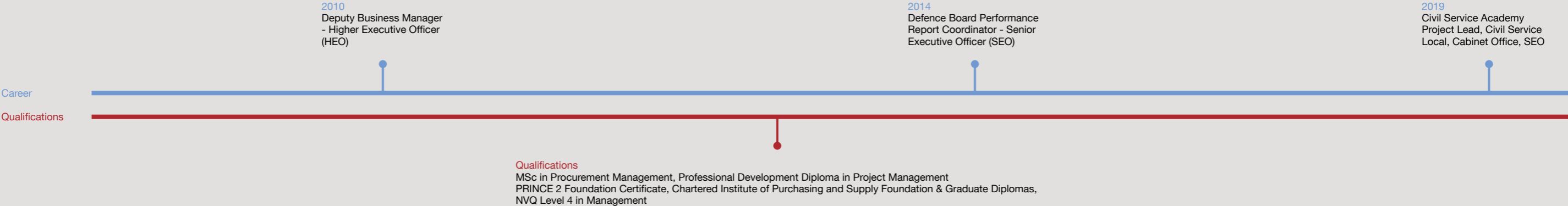


My leadership journey

I founded and currently lead the Civil Service Deaf and Hard of Hearing and Visual Networks. These networks are sub-networks of the Civil Service Disability Network. It provides support and drive greater inclusion for civil servants who are deaf, hard of hearing or have visual impairment. I did this not only because I wanted to give something back to the Civil Service but also to give support and inspire colleagues who have these conditions and raise awareness for those who don't. I am a role model, demonstrating everyday that your deafness, hearing or visual impairment does not define you and won't stop you from having the career that you want and deserve

I mentor within the Civil Service and with the Cherie Blair Women in Entrepreneurship Programme. I share my leadership journey and help others learn from my experiences so that they can gain confidence and make progress within their careers to achieve their goals and dreams.

“ I think being a leader is about developing others to achieve their career potential and listening to other ideas, they may have a better way and there is always another way. ”



Deborah McKenzie



My role

I am the Chief People Officer and responsible for all people related activity at Public Health England (PHE). This includes recruitment through to retirement; from staff engagement through to industrial relations and much more. We have 5500 staff, based around circa 50 sites. We were formed in 2013, bringing together staff from over 100 organisations. Helping to set the tone and create the culture has been one of my most satisfying experiences. It has been a joy and privilege to work with some amazing colleagues on this.

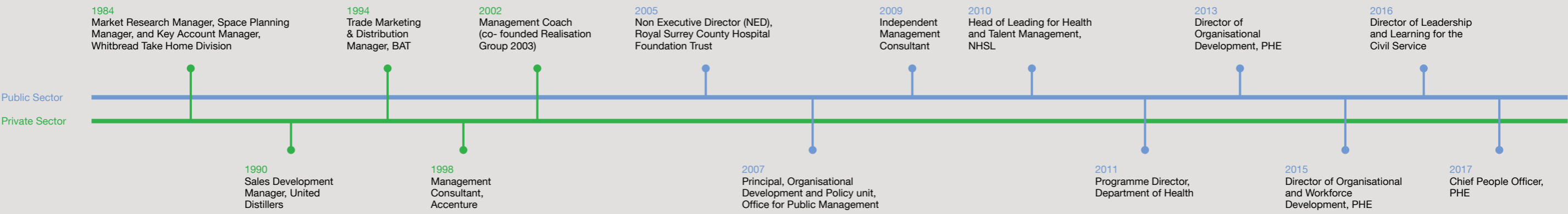
My current career in the public sector, of all the sectors I have worked in, this is the most complex. This is partly due to the range of people we work with and for including politicians. It's really important we take a system approach because many agencies are involved in delivery of our core services to citizens. This means it's key we work on behalf of communities and across institutional boundaries.

My leadership journey

I have had four distinct careers. The first was in the private sector, where I worked mainly for the alcoholic drinks industry. It was here I learnt about stewardship and complexity. This was especially true for the eight years where I spent time on initiatives around the world. The second was as a management consultant where I learnt about rigour, adaptation and servant leadership. I became the lead on operating models and led multinational teams focused on developing these for a range of large companies.

My third career was as a self employed OD practitioner and coach. I took five years out when my children were born in order to be with them and worked one-two days per week on a flexible basis. During this time I became a non Executive Director at my local hospital, chaired a Patients Forum and chaired a number of school-based groups.

“ Along the way a number of people have helped me grow as a leader, either because of their generosity in mentoring me or in encouraging me to stretch my wings and explore different career possibilities. Two factors made a difference – their support and my desire to take the opportunities offered on a “no regrets” basis. ”



Junior Johnson

My role

I am currently the Deputy Director with policy responsibility for reforming Prison Workforce; Independent Monitoring Bodies; Prison Performance and am an active SCS Race Champion and role model.

I have also held senior leadership roles in DWP leading large operational teams in Jobcentres to deliver 1,000's of people into work increasing employment outcomes for some of the most disadvantaged in our communities. I've had the pleasure to work as part of the Prime Ministers Strategy Unit delivering Pathways to Work policy initiatives in the 2009 Social Mobility White Paper. I brokered policies that delivered over 250,000 apprenticeships and enabled pupils from disadvantaged backgrounds to attend the top universities.



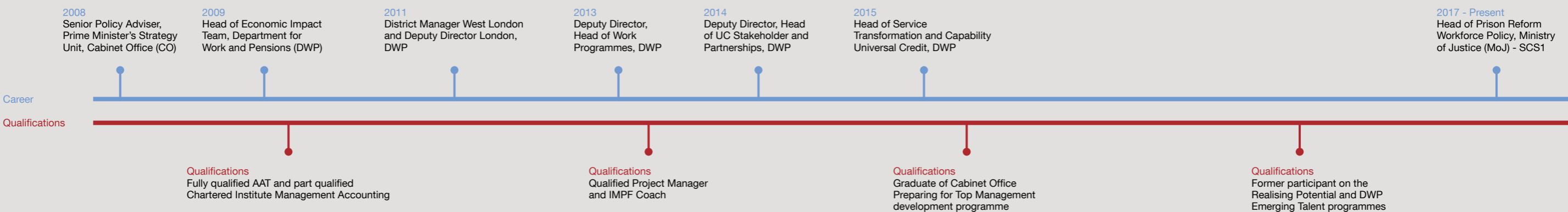
I also advise Ministry of Justice (MoJ) and wider government on how to improve diversity as a Senior Civil Servant (SCS) Race Champion. This is complemented by work I do in my local community to help combat youth and gang violence, all important aspects of being a public servant.

My leadership journey

I am a proud husband and dad to two young men approaching their teenage years. My parents hailed from Jamaica as part of the Windrush generation, which has provided me with a unique perspective of the importance of public service. My leadership journey has enabled me to successfully lead diverse and inclusive teams to deliver successful outcomes across Policy; Operations and Commercial professions. I am particularly proud to be working in MoJ where I've helped to deliver policies which have led to a more representative workforce with over 4,500 being recruited since 2016, delivering pay deals for 49,000 staff who work in prisons and probation services.

This alongside new training programmes will I hope lead to improved outcomes for the 83,000 offenders in our care.

“ Developing a breadth of experience in several departments, across different professional disciplines has enabled me to become a more rounded leader. ”



Suzie Henriques

My role

I lead the team who deliver apprenticeships and talent initiatives in the Department for Work and Pensions (DWP) Digital Group. My role is to be accountable for our vision and approach, set direction and empower my team to shape and deliver quality initiatives that engage, inspire and support our organisational priorities. In DWP Digital we consider ourselves “Digital With Purpose”: ultimately what we do is about making a difference to the digital experience of millions of citizens, which is hugely motivating.

My leadership journey

I have grown my leadership experience in a range of environments, putting people experience at the heart of my decision making. I approach what I do with humanity and integrity, working to integrate business goals with supporting individuals to be at their best. I am at my best myself when my values align with those of the organisation I am working with, and where the culture supports what is important to me. My experience in a co-owned retail business taught me that these don't have to be mutually exclusive and being accountable for the way things are done as well as what is done is a really important part of being leader.

I have developed breadth in a range of roles, but with a consistent focus on developing my team and delivering through others, be it opening a new retail store or consulting with a Trade Union. Key for me has been to understand the experience of people, building on their knowledge to identify how we could make both their output and working lives better. When I

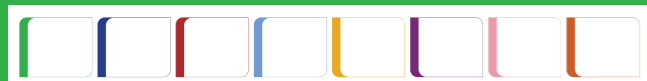
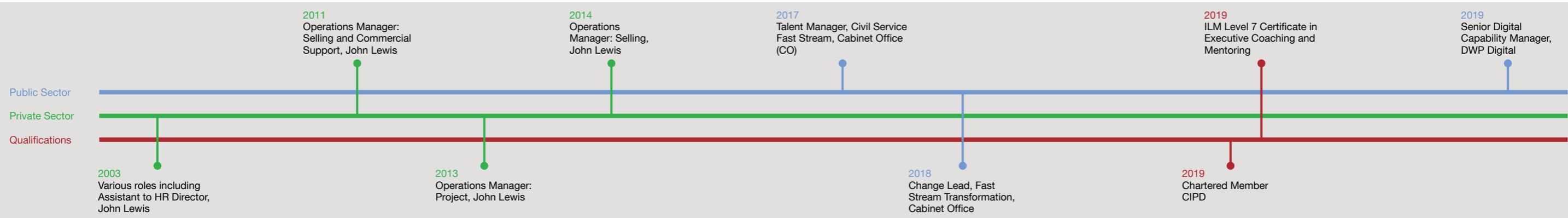
joined the Civil Service three years ago this really helped my learning curve and when combined with the fresh perspective I brought, enabled me to lead change effectively. I love engaging across the Civil Service, with other parts of DWP, other government department networks and growing skills through continuous professional learning and this has helped me deepen my expertise within my profession.

I am also a trustee of a charity which helps me to develop my skills and insights in a different sector. I have led both large operational teams of 170 staff across a seven day operation, and small corporate teams managing lots of senior stakeholder engagement. There are some differences, but in my experience most people want to have autonomy, be fairly treated and reach their potential and I see that as key to my role as a leader.



Suzie Henriques

“ *Through experience, I have learnt that the way you make people feel will be the biggest impact you will have as a leader.* ”



Richard Foggo

My role

I am Director of Population Health in the Scottish Government (SG). That means being responsible for the health and wellbeing of the 5.5 million people living in Scotland. That responsibility is discharged through ensuring incisive and inclusive advice to Ministers and convening a wider leadership conversation across the Scottish public sector.

I took that experience into subsequent posts including lead negotiator of Scotland's first stand alone GP contract. We negotiated that contract in a completely different way. I was so proud to be part of a team that won the UK Civil Service Award for Collaboration in 2018 with the judges recognising we worked "in a distinctively non-adversarial and collaborative way that broke down long-standing barriers". Even in deeply complex, commercial environments, value can be created collectively without conflict. I am looking forward to applying this to my new role in Population Health in particular the huge challenges of drugs and alcohol.

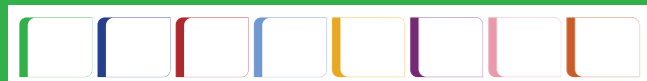
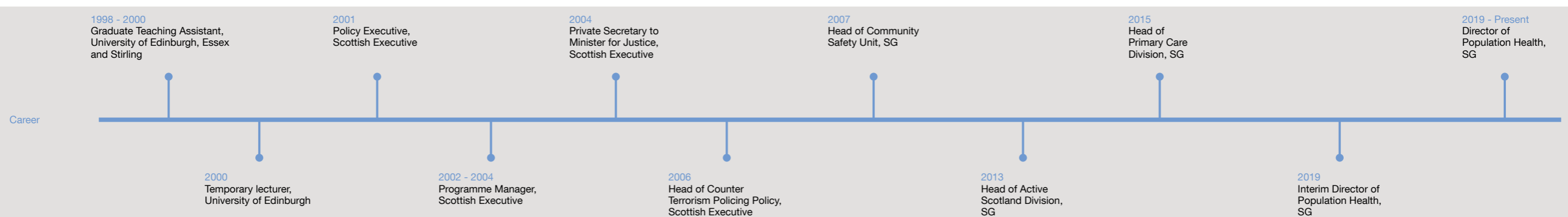


My leadership journey

Throughout my career I have tried to make as much of a difference to real people as I can. For me, policy is not an abstract puzzle to be solved but a collective effort to improve lives and challenge inequality. That's in part a response to my experiences growing up but also to a distinctive approach to policy in Scotland, as inclusive, co-produced and outcome focused. Scotland faces some real challenges and I have worked in brilliant teams to tackle those directly.

That includes helping set up Scotland's National Violence Reduction Unit, which through systematic work and powerful leadership has seen serious violence reduced by 33%, knife crime by 44% and homicide halved since 2006. That experience was defining. It taught me how important it is to build powerful coalitions, mobilise the frontline and listen to the voices rarely heard. The treasure lies in individuals and communities themselves.

“ Make a meaningful difference to so many real people is why being a leader in the UK Civil Service is an incredible opportunity and huge privilege. I am proud and thankful for that opportunity. ”



Helen Zammit Willson



My role

The National Valuation Unit provides advice and valuations for high profile, high value and/or highly specialised properties, across England and Wales mainly in respect of property taxation. I lead over 300 people in a way that values who they are and what they contribute.

I am an advocate of continuous learning, whether that be formalised training and development opportunities, or just sharing best practice, hints and tips for improved productivity.

The journey has not been 100% smooth, and at one point I became surplus due to organisational redesign. But this added to my resilience and determination to continue to grow and develop as a person.

My leadership journey

I joined the Valuation Office Agency (VOA) in 1988 as a cadet valuer – which is equivalent to a level 6 apprenticeship – undertaking a surveying qualification whilst learning from colleagues. This enabled me to attain degree equivalent education without attending university. Being the youngest of six children, with my older siblings going straight into work either at 16 or 18, I did not see university as an option for me. I brought enthusiasm and a good work ethic to the VOA, becoming a chartered surveyor by the time I was 23, as well as getting married and starting a family.

My values have always been based on delivering public service to a high standard, and this, together with the ability to have a flexible family friendly workstyle, has meant that I was never tempted to pursue a career with a private sector surveying organisation, despite the pay disparities. I have always tried to lead in an inclusive way, finding time to listen to my people, providing advice (and sometimes a shoulder to cry on) and help them resolve any issues they were experiencing.

“ I have felt supported and encouraged to develop and fulfil my potential for the vast majority of my career. I aim to provide the same support and encouragement to others within my sphere of influence. ”

