



DSG(2021)C017

The NDA group  
**Leadership Academy**

*Programme Information*





*Leaders become great,  
not because of their power,  
but because of their ability  
to empower others.*

The NDA group | **Leadership Academy**



**Welcome**

As part of the NDA group, we have a shared commitment to work together to harness our combined strength and deliver our mission safely and securely - creating great places to work, and being trusted to do more in the UK and globally.

The Leadership Academy is a critical component of our strategy to create a strong pipeline of top-level leaders who can meet this challenge. Over six semesters, you'll learn tools and techniques to lead high-performance teams to add value and purpose, through effective leadership strategies and insight into the process of effective decision-making. Investigate how to maximise your influence using practical tools and frameworks, and gain a deeper understanding of your leadership qualities to align these with your organisation's goals and the group mission.

*Our mission is of national importance, taking us into the next century and beyond. It demands that we nurture the right skills, talent and culture for the future. To do that, we require strong and consistent leadership.*

David Peattie  
NDA group CEO

The Leadership Standard has formed the architecture of the Leadership Academy and the programme will explore each of the elements within the standard. This is our statement of what it means to lead in the NDA group – a focus on safe delivery and business acumen with the need to be matched by new capabilities that are critical for success in a world reshaped by radical shifts in technology and ways of working.

The Standard defines our requirement for leaders who don't just ensure safe delivery, but who are deeply inclusive role-models. They have emotional intelligence, they are innovative and creative, and they have a wider perspective that helps connect us as a group and work effectively with government, industry, and in our communities.

You will have already met with your CEO who will be your sponsor on the Academy, you will also have a mentor who will be an executive from another group operating company and an external executive coach.

This structure will give you a unique opportunity to not only test your learning from the Academy but also how you can ensure that you get the most benefit.

## The Academy Experience

The Academy delivers these requirements through a programme that encompasses:

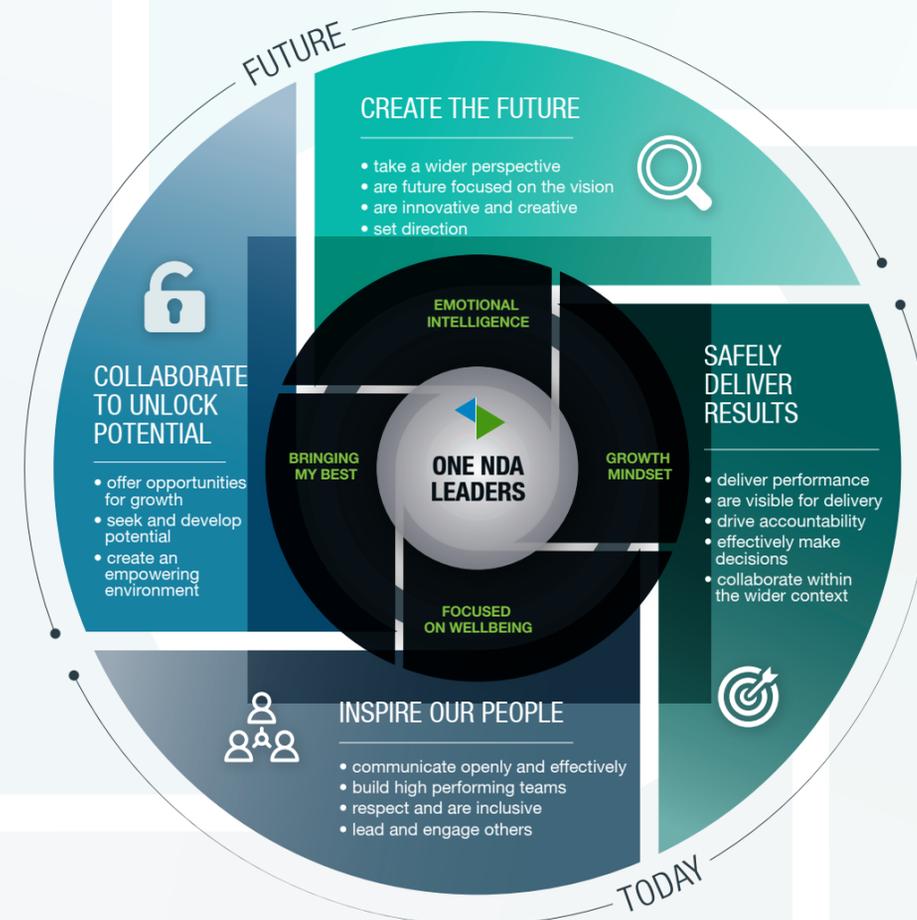
**Growth mindset:** by evolving from a foundational focus on self-awareness, to getting the best out of our people, to leading across the group, and ultimately operating as a systems-level leader.

**Flexible learning:** each element of the programme is designed and sequenced in a way that multiplies the impact of the overall experience, which blends '70:20:10' modes of learning to reinforce behaviour change – including practical application, situational and social learning, reinforced by self-reflection.

**Application of learning:** starting with clear expectations between the group, the operating company, and the participant – developed further into personal development plans that are aligned to the Leadership Standard, and help drive business impact.



# The NDA group Leadership Standard



At its core, the Leadership Standard sets out the personal qualities important in an NDA group leader who is able to lead and deploy these qualities through each of the four lenses:

- create the future
- safely deliver results
- inspire our people
- collaborate to unlock potential

Two are focused on the future and two on the short term. This distinction is important as all leaders need to divide their time between

delivering priorities and results today, whilst also focusing on future direction with the requisite people and teams in place.

The amount of time and effort you will spend focusing on each of the four lenses will be different depending on your role and level of seniority.

The whole framework together captures what is needed for high performance leadership across the NDA group.

# The Leadership Academy experience

Designed to challenge and provide you with a unique leadership development journey that is driven by the elements within the Leadership Standard:

ABLE TO LEAD | CREATE THE FUTURE | SAFELY DELIVER RESULTS | INSPIRE OUR PEOPLE | COLLABORATE TO UNLOCK POTENTIAL

The Academy will provide focused development on:

## Leadership

- Reflect on your leadership journey, honing your style, impact and effectiveness.
- Explore you at your best, leveraging signature strengths, drawing on proven psychometric tools and executive coaching.
- Fuel the performance of our people to navigate change and disruption.
- Create the confidence to speak for your organisation, and step into the spotlight of the media.

## Change

Take a holistic approach to change. Examine your organisation's environment and that of your colleagues, challenge management conventions, and influence corporate culture.

## Impact

- Understand the drivers of stakeholders to maximise opportunity and value.
- Operate with the confidence to elevate your impact at the top tier of your organisation.

## Strategy

- Build a broader strategic mindset to capitalise on opportunities.
- Improve innovation, ensure sustainability, and drive competitive advantage for the future of the group.
- Secure sustainable success in today's volatile business climate by setting a strategy to be trusted to do more globally through volatile, complex and ambiguous future scenarios.

## The Leadership Standard has formed the DNA of the Leadership Academy

The world of work is constantly changing. The NDA group - along with government, other organisations and wider society - is facing significant and increasingly urgent challenges. In April 2019 we launched our One NDA approach, to bring us together. This was in part to respond to an increasingly complex operating environment and maximise the opportunities arising from working more effectively and efficiently as a group to achieve the same mission.

The Leadership Academy, driven by the Leadership Standard, aims to create a cadre of NDA group leaders who are inspiring, curious, self-aware and confident to engage with a diverse set of stakeholders, to safely deliver our collective mission and the One NDA vision, whilst ensuring value for money for the taxpayer. The Leadership Academy has been designed in such a way to achieve these aims.

The elements of the Leadership Standard will run throughout the programme and collectively form the Leadership Academy DNA.



# The learner journey

## What to expect

The two-year academy programme is broken down into six semesters, containing varied and enriching content.

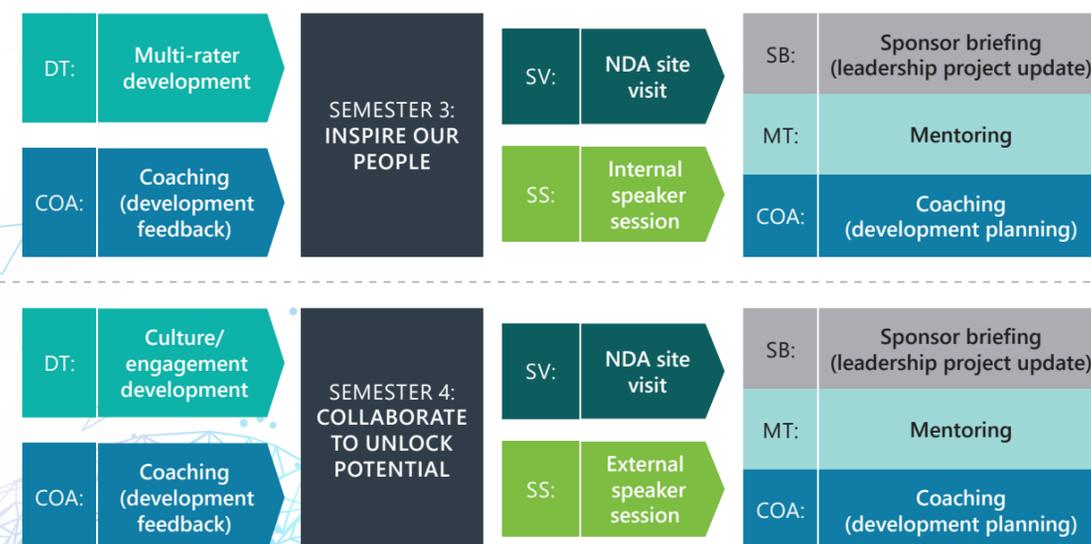
Each semester, there will be group sessions that include a number of components and require input and follow-up activities.

These components are made up of a number of elements that may be delivered virtually, physically or through the use of the Hub.

Feedback will be collated along the way to help us shape the Academy, and ensure it is fit for purpose

*See example below.*

- DT development tool
- COA coaching
- MT mentoring
- SB sponsor briefings
- SV site visits
- SS speaker sessions



## The programme components in more detail

### SPONSOR BRIEFINGS

Your CEO will be your sponsor and will provide internal cover so that you can devote time to the Leadership Academy.

They'll also provide support to help shape/track development plans, in conjunction with the external coach.

You'll take part in a number of sponsor meetings per year, however, sponsor conversations can happen at any point.

### SPEAKER SESSIONS

You'll attend a number of speaker sessions categorised as internal and external speaker sessions. Internal sessions will be led by senior executives within the NDA group and external sessions will be led by inspirational and/or positively disruptive individuals from outside the NDA. The sessions aim to help you think beyond your local boundaries and develop a growth mindset.

### MENTORING

You'll enter a long-term developmental partnership with someone else in the NDA group to share skills, knowledge and experiences. This will help broaden your perspectives so you become more aware of your impact on others and help foster a culture of inclusion, feedback, and collaboration across the NDA group.

### EXTERNAL COACHING

You'll be matched with an external coach who will ensure the appropriate level of development support is put in place for you to fully embrace the Leadership Academy and transfer learning into day to day effectiveness. You'll meet with your coach at key points throughout your learning journey.

### EXTERNAL SITE VISITS

Over the course of the Leadership Academy you'll visit external organisations (this may be physically or virtually) to help gain insights and perspectives by learning best practice from people and organisations outside of the UK nuclear sector.

### REFLECTION & APPLICATION OF LEARNING

You'll be expected to apply learning from the Leadership Academy in your day to day work and we encourage you to share your experiences, impact and reflections with your cohort, mentor, coach and sponsor where appropriate.

## The Hub

You'll be able to access and contribute to a wealth of supplementary learning resources (e.g. TEDx videos, thought leadership articles) through the Hub. The Leadership Academy delivery team will use this to centrally manage and administer learning content.

## Collaborative Networking

It is expected that you will, over the course of the programme, form a leadership community who will collaborate as a group outside of the formal interventions in the learner journey to support each other (e.g. as part of project delivery, knowledge sharing). This won't be formally organised by the Leadership Academy and should be driven by the cohort.

## Continuous Improvement

Data collected throughout the Leadership Academy and feedback from stakeholders will be used to evolve the Leadership Academy, in terms of both its design and delivery. This will ensure that the Leadership Academy meets the ever changing needs of the NDA group and ensures value for money for the taxpayer.

In order to drive collaboration and understanding of how the NDA group works you'll work together to develop solutions to current 'real-life' business challenges faced by the NDA group.

# Useful contacts

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