

PROJECT LIFT REPORT 2021

The Paradox of Balancing Constant and Change



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Introduction

The year 2020/2021 did not bring the post-pandemic context the country had hoped for and we find ourselves building on the successes, challenges and learning of the earlier pandemic phases. At the point of the last Project Lift progress report, the key messages for the coming year were:

1. **Linking Wellbeing, Culture and Leadership** – energised through the collective experience of COVID-19 and the explicit realisation that the people agenda is centrally important to a system that relies on people. As simple as this statement is, it is often forgotten. The last year saw explicit links in conversation, thinking and collaboration around these three aspects of life at work.
2. **Interconnectedness is key** – we had a focus on enabling the aspirations of the National Performance Framework, recognising the need to continue integrating services culturally, and continuing to energise and increase connections and collaboration.
3. **Building on learning from the Pandemic** - We have seen that great things can happen, quickly, if people come together for a common purpose. We wanted to understand how harnessing purpose for good enables great things to happen and we were excited to see how we could build upon this with others across the system.¹

¹ Project Lift Progress Report 2020 <https://2020report.projectlift.scot/the-coming-year/>



These messages are still acutely relevant and provide a foundation for understanding our main theme from 2020/2021 – responding to the paradox of constant and change, that is balancing the issues that seem constant with increasing scope and pace of change. Our initial case for change, laid out in the 2019 report² still holds true, and we have continued to develop and evolve our evidence base³ as we navigate the ongoing phases of the pandemic.

Working in a context of both constant and change brings a need to balance the continuing delivery of our current work with a significant move to address changes required to achieve sustainability in our system. The past 18 months has magnified many known issues across the public sector including those of resources, prioritisation, leadership, management, organisational agility and workforce wellbeing. As we move towards recovery, there is an opportunity to address these in the Scottish Government’s plans for the short, mid and long-term future of leadership across the health and social services landscape and Project Lift itself has now moved into the scope of the wider programme of work.

It will be important to continue providing opportunities for connection, development, resources and support that are already used by individuals, teams and organisations, many of whom have built these into their own development and approach.

2 From the 2019 Project Lift Progress Report <https://projectlift.scot/wp-content/uploads/2020/08/Project-Lift-Progress-Report-June-2019-web.pdf>

3 The Project Lift Evidence base that provides the context for the ethos and approach <https://projectlift.scot/project-lift-our-evidence-base/>

In developing what is needed for the current context, the Project Lift ethos has been embraced as a relevant framework for leadership as we move through recovery. There are those who look to our approach for a sense of hope as shared by Cat McMeeken, Deputy Director for Leadership, Culture and Wellbeing, ‘There is nothing else like this, in Scotland or globally.’

 [Watch Cat talk about this here](#)





7 NHS CEOs participated the NHS CEO Onboarding programme.



1182

learners from Health and Social Care participated in the University of Glasgow Microcredentials of which 319 (27%) cited **Project Lift** as the source of where they found out about this offer.



3 Executive level leaders from NHS and Health & Social Care Partnership participated onto the Common Purpose strategic, global leadership development programme offer called the January Programme.

7 individuals within Health and Social Care participated in the Common Purpose Senior Leaders Programme.

5 leaders within Social Care were offered and accepted a place at the Common Purpose Emerging Leaders Programme.

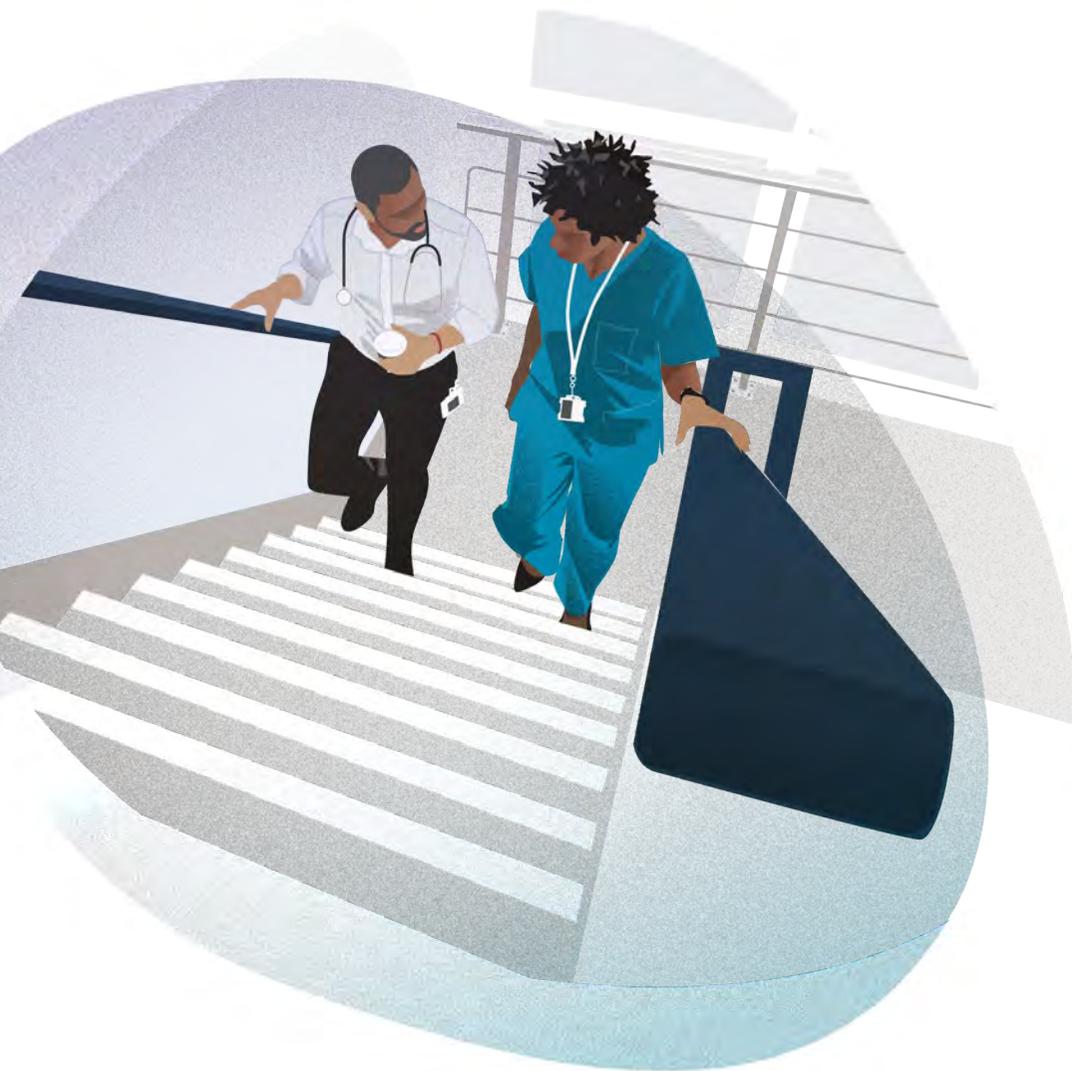
70 individuals within Health and Social Care in Scotland accepted an offer for a place on the Leadership Cubed programme through the Project Lift Talent Management Process.



200 team leaders were offered a one year subscription to Leadership Live.



21 Senior HR leaders within Health and Social Care in Scotland participated the Senior HR Leadership Development Programme by University of Edinburgh Business School.



2020 – 2021 has been another year of development for Project lift and reflections from our activities highlight three areas of focus:

- 1 Extending our offer to support talent management and leadership development in local health and social care organisations.
- 2 Continuing to focus on live collaborative work, individual and collective sense making and colliding perspectives in our approach to leadership development.
- 3 Creating spaces for connection and support during challenging times.

These themes are reflected in the detail of our 2020-21 delivery in later sections of the report.

2018 - 2021

Context and Commitment

This report sets out the journey of Project Lift over the 2020 - 2021 reporting period, celebrating successes, reflecting on what we have learnt and achieved, describing the changes to our context and landscape and setting out our aspirations and commitments for the coming year. We retained our ambitious whole-system approach to enhance leadership capability and capacity in Health and Care in Scotland and here we share the progress around our 2020 commitments with transparency and reflection. It provides a summary of what has been achieved and enabled by Project Lift to date, and what the Project Lift team aims to take forward through 2021-22 in collaboration with others across the system.

We published our first progress report ⁴ in June 2019 and our second⁵ in September 2020, the latter was delayed allowing for reflection and consideration of the impact of the pandemic on the year past and the year to come.

- 4 'Putting People at the Heart of Leadership in Health and Care in Scotland' <https://projectlift.scot/resource/putting-people-at-the-heart-of-leadership-in-health-and-care-in-scotland-project-lift-progress-report-june-2019/>
- 5 'There is always Hope in Humanity' <https://2020report.projectlift.scot/>



The 2019 report set out the journey, the work, our ethos ⁶ and evidence base, the case for change ⁷ and the need for an initiative such as Project Lift. We made commitments for the coming year around our 5 elements: Engagement, Talent Management, Leadership, Values Based Recruitment and Performance Appraisal.

We also committed to growing the collaboration of partners including Scottish Government, NHS Education for Scotland and the Scottish Social Services Council and to work more closely with a network of collaborators from across public services, the third and independent sectors. The focus was on supporting the progress of integration, exploring, and experimenting with ways of achieving sustainable performance and reform, and in supporting the outcomes of the National Performance Framework.

6 Project Lift Ethos webpage <https://projectlift.scot/about/ethos/>

7 The Project Lift 2019 report –section: case for change pages 11/12



The 2020 report was written in the first phase of the COVID-19 pandemic, and it focused on humanity in leadership.

In this report we fully developed the Project Lift ethos and continued to use the 5 elements to share progress, challenges and commitments.

It was our first fully digital report, featuring interactive

data, testimonies and video content. It is available at

<https://2020report.projectlift.scot>

This year's report is written as Project Lift continues to adapt to the changing context that the pandemic has brought, its impact on the health and social care system and on the mental and physical health of both our population and the health and social care workforce. It also sits in the context of the emerging strategy and work of the Scottish Government's National Leadership Development Programme and its intention to build and expand on work already established through Project Lift.

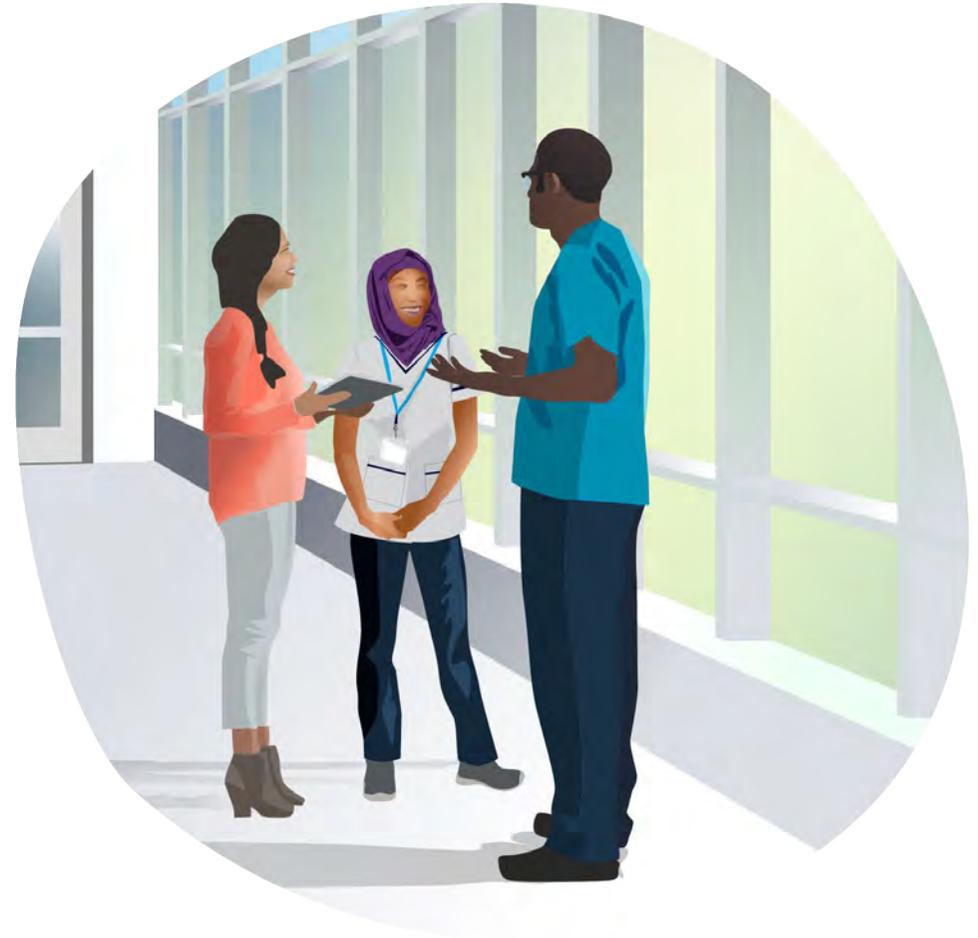
Project Lift is all about:

People	Our humanness, the relationships between us, both the rational and the emotional.
Purpose & connections	Connecting across the system on the shared ambition and aspiration of the National Performance Framework.
Kindness & compassion	In all of our interactions, behaviours, policies, and cultures.
Humility & curiosity	Being open to other knowledge, to vulnerability, to growth, to courage, to the power of “we”.
Inclusivity	Seeking leadership at all levels and in all professions, valuing the strengths of people wherever they are, and working alongside each other in our communities.
Diversity	Respecting and valuing different backgrounds, skills, perspectives, and contributions.
Choice & responsibility	Encouraging people to exercise individual agency and take responsibility for personal and collective development.
Collaborative & collective approaches	Looking and working across boundaries in pursuit of common purpose and outcomes; and being adaptive to navigate complexity, volatility and uncertainty.

2020 – 2021

A Year of Development and Reflection

The following sections provide further detail from the reporting period 1st August 2020 – 31st July 2021 for the Project Lift elements of Engagement, Talent Management, Leadership Development, Values Based Recruitment and Performance Appraisal.





ENGAGEMENT

Engagement covers all connection with people, teams and systems in Health and Social Work and Social Care. Our communications and engagement activity linked to our app and websites, has brought valuable insight, feedback and relationship building. It has underpinned all other Project Lift activity, by offering creative and liberating spaces for leaders at all levels to:

- Connect with others to share perspectives and stories;
- Express their experience and interest in leadership, work culture and wellbeing;
- Build their individual agency;
- Make a collective contribution to the leadership of healthcare and social services across Scotland, regardless of grade, profession or geography.

In addition, we aimed to increase the reach of the community and enable collaboration between disciplines, professions, and sectors. A fuller exploration of the community series can be found in our published **Project Lift Community Engagement Event Report⁸**, which contains rich material on our initial plans, the impact of the pandemic, how we adapted and how the system responded.

⁸ <https://projectlift.scot/community-engagement-2021-report/>



We listened closely to members of our community, seeking their views and thoughts on what would add value over 2020/21. We have loved working with the diversity of thought, experience and potential. The ideas and insights helped us create events based on shared topics of interest and to support community members to create their own spaces for connection. Some highlights have been:

- Exploring 'what good leadership looks like' in healthcare and social services across Scotland and developing a clear picture of the kind of leadership we strive towards, together in all our contributions.
- Broadening the reach of Project Lift, fostering a diverse Project Lift community in terms of sector, professional level and geographical location.
- Having a positive impact on community members to help them build their network connections and leadership skills in practice through offering something 'different' to other initiatives, as well as protected time for reflection.
- Collaborating with partners in social care to extend Project Lift's reach across the voluntary and third sectors, sharing development and community opportunities and working with them as speakers in our events and programmes.
- Developing digital Insights Packs for each event in the Community Engagement Series 2020/2021⁹. The packs include event content such as key messages, questions, attendee insights, poll responses and links to recordings, bios and blogs. Each pack includes a DIY

⁹ Insights packs from past events <https://projectlift.scot/past-events>

Guide to running your own event on the same theme.

- Providing Your Awesome cards¹⁰ for local use and to support recognition and appreciation and links to national wellbeing resources.
- Communicating through the website¹¹, the app and evolving regular communications, listening to responses and adapting our regular mailings and twitter account¹² content.

Learning from 2020/2021

- We will continue engaging with and building a community across the whole health, social work, and social care landscape. We recognise the significant importance and value that leaders at every level in these sectors contribute to good experiences of care and support and we continue to do much more to engage and raise awareness of what Project Lift can do.
- We have learned that digital connections enable diversity, accessibility, and inclusion and that a series of short, snappy events works well. We have also taken on board feedback for our forthcoming series to offer different times of the day and week to enable an even more diverse range of people to join in.
- We continue to appreciate that diversity within guest contributors and speakers brings a richness to the conversation and encourages more diversity in those who attend.

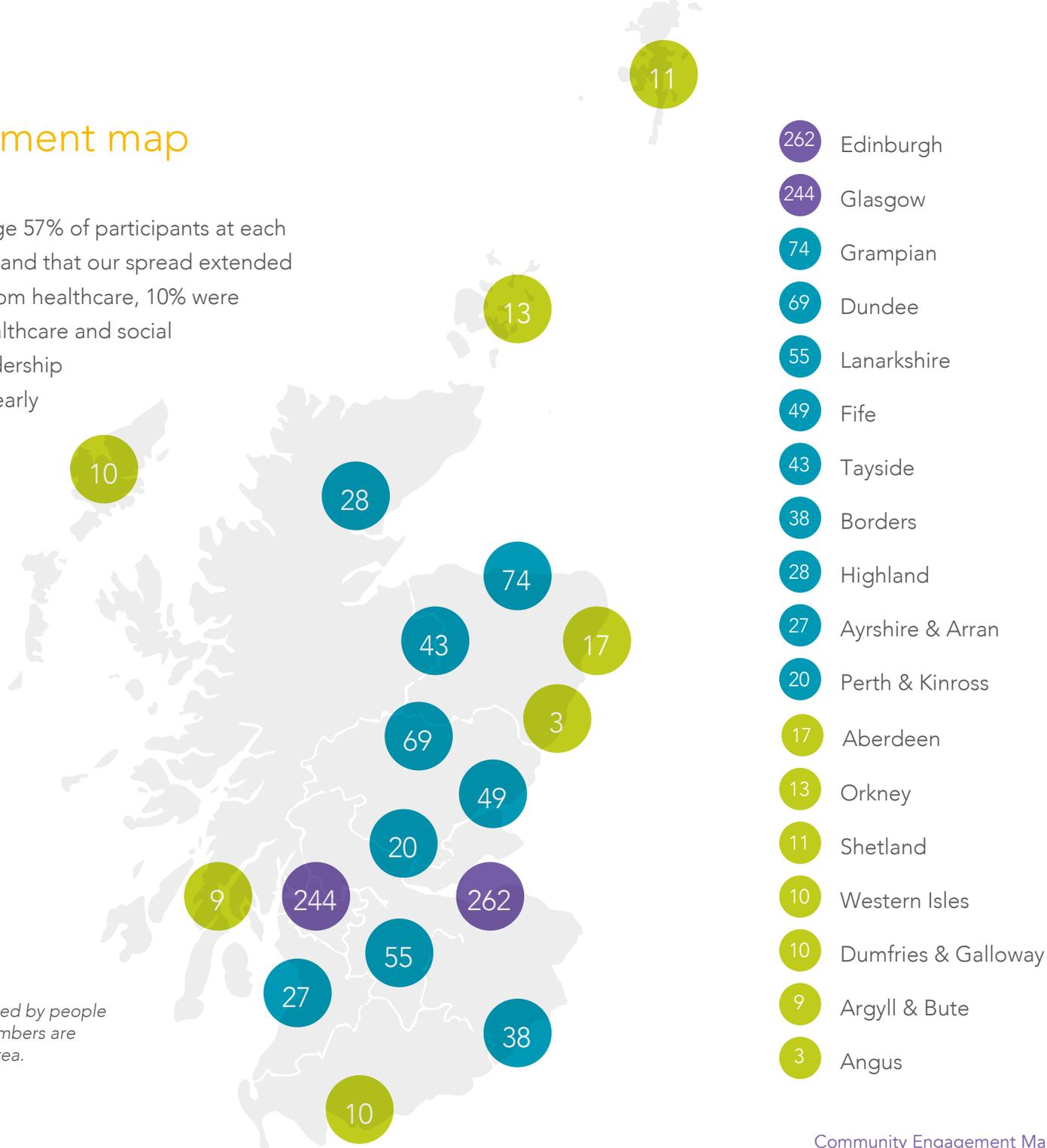
¹⁰ <https://projectlift.scot/brought-to-you/awesome-postcards/>

¹¹ <https://projectlift.scot>

¹² Twitter account @projectliftscot

Community Engagement map

We were encouraged to see on average 57% of participants at each event were joining us for the first time and that our spread extended further across the system: 79% were from healthcare, 10% were from social services, 7% were from healthcare and social services, 4% were from other (e.g. leadership development). We are excited to see early signs of this trend developing further in our 2021/2022 series.



* This map has been created using data provided by people who have attended our community events. Numbers are those who registered for an event from each area.





TALENT MANAGEMENT

Using our Leadership Profile¹³ we provide an inclusive approach to talent management. Based on individual agency, the approach helps identify and develop future leaders at all levels. Encouraging colleagues from all backgrounds and at all levels to participate supports the development of a more diverse and inclusive leadership cohort.

In 2020/2021 we have continued to deliver our core talent management elements providing access to the self-assessment questionnaire and personalised development reports. We have also provided career conversations and reviews for previous participants. It has been noticeable that demand for Career Conversations for senior leaders has dropped during periods of acute pressure in the system caused by the pandemic. We have developed new products and tools to support talent management more widely and these products can now be accessed by health, social work and social care organisations to support their internal talent management processes. We have also progressed the development of the Talent Management app to improve user experience, reporting capability and to ensure ongoing compliance with data protection legislation.



¹³ <https://projectlift.scot/wp-content/uploads/2020/08/Leadership-Profile-project-lift.pdf>

Highlights of our work on talent management this year are:

- A complete refresh of the user interface and review of user data collection.
- Update and refresh of GDPR compliance including Data Protection Impact Assessment
- Integration of Project Lift 360 within full Career Conversations.
- Pilot of Career Conversation Lite (CCL) at the end of 2020.
- Engagement with key stakeholders in the system around the development of wider talent management processes, including design and piloting.
- Providing access to and training on Project Lift 360 and CCL for 45 facilitators from health and social care organisations.
- Setting up a community of practice for local talent management facilitators across health and social services.
- Automating evaluations for talent management processes providing global usage figures and quality assurance of delivery.

Learning from – 2020/2021

- Continued requirement to cleanse data which is being helped by the system but the data in the app relies largely on individual user input. This has been tied as closely as we can to standard systems such as the way in which the Turas platform operates and ongoing reference to information governance requirements and best practice.
- The continuing need for sensitivity regarding pressure on the wider system. This has seen a temporary reduction in the demand for full Career Conversations.
- Technology differences between TURAS and user organisations from across the wider system highlighted by the NHS change of email addresses which caused some difficulty for users accessing the Project Lift app.



LEADERSHIP DEVELOPMENT

This year we continued to offer high quality leadership development interventions to leaders at all levels in Health and Social Services in the most challenging of times. Our mission is to enable leadership both in practice and from practice, and to be creating space – for exploration, conversation, connection, difference, and experimentation. Developing leadership at all levels, across all areas of Health and Social Services means that people are at different starting-points and stages of readiness for development. Our framework recognises that ‘one size does not fit all’ and we are working to ensure access to a blend of opportunities for leadership development – from informal to more structured approaches and including a range of individual and collective approaches.

The ongoing pressure on the system caused by the pandemic required a rescheduling and recovery of development activities, configuring these in a way that supported what participants needed and drawing upon whole system learning. We have continued to expand our range of offers, providing both ‘open to all’ offers as well as more tailored opportunities to specific target populations and groups identified through the Project Lift Talent Management process.



Key priority areas included:

- Enabling greater reach and participation on leadership development offers from colleagues in Social Care;
- Completing cohorts 2 and 3 of leadership cubed, successfully transferring our content and delivery approach into the online learning space via Microsoft teams;
- Onboarding and commencement of leadership cubed cohort 4 – adapting approach and content to the online environment providing space and connection for cohort members in this most challenging of times;
- Delivery and evaluation of new development programmes including Senior HR Leadership Programme, Leadership Live , Common Purpose Programmes;¹⁴
- Capturing learning and insights from leaders and sharing and using this widely;
- Promoting the suite of micro-credentials offered by University of Glasgow, seeing over 2000 colleagues from across Health and Social care benefitting from them and building a strong ongoing partnership with the University of Glasgow team.

Learning from – 2020/2021

In 2020-21, the COVID-19 pandemic continued to present significant challenges and opportunities for our leadership development work. Although feedback from participants told us that development

¹⁴ <https://projectlift.scot/brought-to-you/streetwise-mba/>

activities were highly valued, for some, particularly those working in front line services, their capacity to participate was significantly compromised. We responded by adapting, reshaping, and restructuring programmes and activities so that we could continue to provide support and connection for those participating in leadership development offers. Some of those changes included:

- Postponing final shared learning event and celebration for leadership cubed cohort 2 and delivering this online.
- Pausing then delivering the remainder of the leadership cubed cohort 3 programme via teams.
- Redesigning the Leadership cubed Cohort 4 programme to deliver entirely online.
- Pausing the delivery of the Senior HR Leadership programme and extending its conclusion to take account of participants' capacity to engage.
- Using What's App groups and MS Teams to help participants stay connected, making creative use of vlogs and virtual conversations to share learning, thinking, practice and to offer and receive support as work continued during COVID-19.
- Increasing 1:1 coaching and support to leadership programme participants throughout the year.

The challenges of the last 18 months have accelerated the team's appetite and capability to work virtually and reshape our development offerings for the online environment and we are now considering how we continue to build on this learning and consider our future, more blended delivery model, best suited to the relational leadership development approaches we are taking.



VALUES BASED RECRUITMENT¹⁵

NHS Scotland Values Based Recruitment (VBR) is an integral part of Project Lift and places the NHS Scotland Values (care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork) at the core of the approach taken to fill posts at NHS executive team level. This then guaranteeing that progression to formal leadership roles is underpinned by individuals' commitment to these values which are needed to ensure our patients receive the best possible care and our staff are valued, treated well and can thrive and flourish in our organisations.

- Commissioned an external review of VBR during the pandemic to incorporate feedback of online VBR assessment centres.
- Worked with a range of providers to examine VBR for non-executive roles and how we can improve this.

¹⁵ This work sits within the Scottish Government's Health and Social Care directorate



Learning from 2020/2021

- Much of the work was paused in 2020 to the refocus resources on our response to COVID-19. However, during that time we tested values based recruitment virtually for a number of appointments and what we could do at pace on volume recruitment for contact tracing and testing.



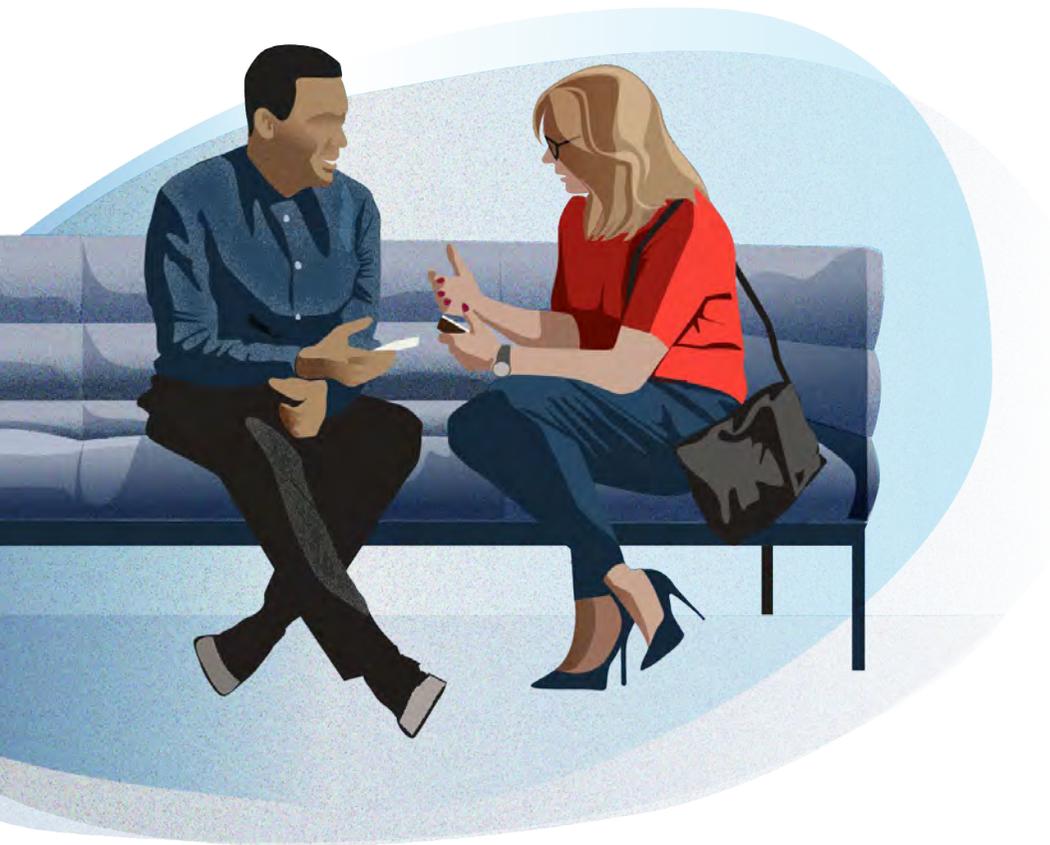
PERFORMANCE APPRAISAL¹⁶

With links to talent management, leadership development and values based recruitment, meaningful appraisal is not just about how the day job is done. It is a means of understanding more about leaders' values, ability, ambition and insight. It links what the values mean and look to you in your role, where your ability is best built on and developed in that role and your career aspirations for future roles.

- We have contributed to evolving and improving the experience and impact of Performance Appraisal in supporting our senior leaders in embodying the attitudes and behaviours of the Project Lift ethos. We have done this by firstly articulating the ethos and making it accessible for all and widely shared through our engagement tools and activities as can be seen in the engagement section, and by therefore providing a common language between the ethos and the leadership profile for senior leaders to utilise in their performance appraisal both formally in process and informally through conversation and reflective practice.

¹⁶ This work sits within the Scottish Government's Health and Social Care directorate





- We have designed and delivered a Chief Executive onboarding programme that has supported the Values Based Recruitment process and intentions by actively supporting those new to role in their development by building on feedback from the recruitment process. This used full cohort development to encourage reflective practice and conversation using the language of the ethos and leadership profile linking.
- Where we have had opportunity, we have supported those involved to link the system and organisational data sources to Executive and Senior Management Appraisal, such as iMatter and Care Opinion (Scotland).
- We have actively linked Values Based Recruitment and Performance Appraisal with a holistic approach to Leadership Development by involving this in formal conversations within the Talent Management process and informally as we walk with the talent and support them in preparing for, and working with the outputs of, interview processes.

Learning from – 2020/2021

- Much of the work was paused in 2020 to the refocus resources on our response to COVID-19. However, during that time, we reviewed performance appraisal and the improvements we require to make.

2021 – 2022

The Coming Year

Project Lift moves into the coming year as part of a bigger, wider, and more ambitious programme of work in the National Leadership Development Programme (NLDP). As this time of transition continues, our intentions are set out in the context of the programme's two key strategic aims and in the six areas encompassed in the strategic approach:

- Leadership at all levels, in all roles and organisations, inclusive and accessible to all.
- Ensuring that the very best and most able people reach senior positions within Health and Social Services.

1. Talent management and succession planning
2. Leadership Development
3. Engagement with individuals, organisations and communities
4. Values Based Recruitment
5. Performance Appraisal
6. Appropriate Governance and Programme Management



The Scottish Government's flagship National Leadership Development Programme is being co-designed by partners in Health, Local Authorities, NES, SSSC and more widely.

It is building on the work already established in Project Lift and will be a key enabler in creating a whole workforce recovery, creating more effective, compassionate, and collaborative leadership at all levels and enabling transformative change to happen.

Building on expertise from the Scottish Government, the Project Lift extended team, partners and collaborators, the bold ambition to bring about whole system culture change through a relational leadership approach that enables everybody who works in health and social services to have the best experience at work is still held at the heart of the work to be done.

The aspiration to bring numerous workforces together at different levels under the one leadership strategy is radical but informed by a number of reports including The Courage to be Kind from Carnegie Trust UK, the 2020 Project Lift Progress Report, the Project Lift Communities Report 2020/21, the recent Independent Review of Adult Social Care in Scotland (Chaired by Derek Feeley), and a number of publications from the King's Fund on compassion, inclusive leadership, recovery and wellbeing in the sector.¹⁷

The case for change that prompted the creation of Project Lift still stands, and our collective lived experience through the COVID-19 pandemic has provided a new impetus for this. Holding the National Performance Framework as our guide, we look forward to the opportunities that a new Cabinet Secretary, new team and new collaborative framework offer us as we look to the next five years and the creation of a National Care Service.¹⁸

¹⁷ Links to these reports are listed in the references section

¹⁸ NLDP internal briefing, Leadership Development, Culture and Wellbeing, Health and Social Care Directorate, Scottish Government 2021.

We will continue to work closely with the Scottish Government's Leadership and Talent Management Team (LTM) as this work develops. As this is still in the early stages, the context of this report and the year ahead is very much one of transition. As we look ahead there is much that will change, however we can state our intention for the work that is in plan as the NLDP and related governance and strategy emerges:

ENGAGEMENT

We will continue to create digital and physical spaces for people to connect around shared purpose and leadership themes through our 2021/22 series of digital community events. We will also review the Communications and Engagement strategy and branding of Project Lift in response to the emerging strategy and plans of NLDP. We will continue to utilise feedback, conversations and analytics to listen to understand and engage both more widely and more deeply with stakeholders and those working across the wider health and social services system.

TALENT MANAGEMENT

We will support teams and organisations to access and make the most of our extensible Project Lift products such as the Project Lift Self-Assessment Questionnaire (SAQ), the Project Lift 360 tool and the Career Conversation Lite and in doing so will support local Talent Management approaches. There will be continued digital app development and development of the support processes needed for individuals that are 2 years beyond their initial Career Conversation.

LEADERSHIP DEVELOPMENT

Continuing to expand our own range of offers and signposting to other offers and resources in line with our ambitions to have extended reach into Health and Social Services. This includes the launch of a new leadership development offer for senior leaders in Health, Social Work and Social Care. We will also provide both 'open to all' offers and tailored offers to specific target populations and groups identified through the Project Lift Talent Management process.

VALUES BASED DEVELOPMENT

We will further evolve values-based recruitment based on the learning from 2020 and the pandemic, implementing non-executive values based recruitment and piloting our new approaches while looking to increase diversity on Boards.

PERFORMANCE APPRAISAL

We will improve the systems used in the performance appraisal offer to enable service users to have more flexibility.



PROJECT LIFT COMMUNITY STORIES – **FAY RICHMOND**

Personalised Leadership Development that builds Knowledge, Skills and Confidence

I had been in my previous role for over a decade and through two reorganisations it had changed, as had my line management.

I had learnt about Project Lift from social media and a mention at one of my SPSP events. I completed the Self-Assessment Questionnaire and being able to link to my SAQ report as part of my Personal Development Plan (PDP) gave me a framework for both myself and my line manager to use. As a nurse in a non-nursing role, managed by a non-nurse this was so helpful for both of us.

In the last year, I have completed two University of Glasgow MicroCredentials as part of my development, both of which I heard about through Project Lift. As well as the learning, these brought a new network of connections through our WhatsApp groups and I have made so many contacts in and out of healthcare and across the world. They even include others in the Project Lift Community who are much closer to home.

As well as the courses, I also successfully accessed Digital Coaching and had a Virtual Ashridge subscription. With hindsight I would advise maybe not taking on two MicroCredentials and an online Ashbridge subscription at the same time as working! It did give me the combination of supported, managed development in the courses with the freedom to explore what I wanted, when I wanted with the Virtual Ashridge access.

“Project Lift has helped me on so many fronts.”

All of this gave me the confidence to apply for a new post and secure a secondment to a project management role. This was great confidence booster as I hadn't been interviewed in 10 years, though I had interviewed others. I

then used this experience and confidence to interview for and be successful in attaining my current role. From my personal development I felt I was able and ready to take these steps. I am so glad I took the chance, and the post will let me use so much of my skill set and learning.

Writing this in 2021, Project Lift has been a constant through the past year, and I have recommended to so many people to look at the site and the materials. Many staff feel it's not for them as they feel they are too junior or not in roles that are managing staff. I tell them my story and share that it is indeed for them and it really is for anyone.

Fay is the Executive Officer to Chief Executive and Board Chair in NHS Fife and refers to the following offers that she has accessed through Project Lift:

- Project Lift Self-Assessment Questionnaire and personal report
- 'Introduction to Leadership and Management in healthcare services' and 'Project Management' – masters level MicroCredentials from the University of Glasgow,
- Virtual Ashridge online leadership development subscription, now branded Leadership Live
- Our Digital Coaching leadership offer in partnership with Know You More



Thanks

We would like to extend our thanks to all those who have collaborated and contributed to the work of Project Lift in this reporting period:

To the Project Lift community – those leaders at all levels across our system including those who have attended, contributed to, spoken at, written blogs for and inspired our community events,

To those who have shown up in programmes, inquiry sessions, breakout rooms, meetings and conference sessions and brought their own experience, knowledge, thoughts and ideas to conversations,

To those who have completed the self-assessment questionnaire, a 360, brought their whole selves into a Career Conversation, a Career Conversation Lite, a review or an upskilling session,

To those who have challenged, inspired, tested and supported our thinking through questions, collaborations, articles, blogs, research, webinars, seminars and even tweeted provocations,

To those who have partnered with us in programmes, events, design and engagement,

To those who have stood in the formal spaces and held us accountable, asked the difficult questions, challenged our approach and who have pushed us to be more and be better,

And to those who have stood in the informal spaces and listened, challenged, mentored, coached, asked, encouraged and cared for us, thank you.

Thank
you

References and Footnotes

Reports

Project Lift 2019 Report

<https://projectlift.scot/wp-content/uploads/2020/08/Project-Lift-Progress-Report-June-2019-web.pdf>

Project Lift 2020 Report

<https://2020report.projectlift.scot>

Project Lift Community Engagement Series 2020/2021 Report

<https://projectlift.scot/community-engagement-2021-report/>

Project Lift Community Engagement Insights Packs – available per event

<https://projectlift.scot/past-events/>

Carnegie Trust UK – The Courage to Be Kind

<https://www.carnegieuktrust.org.uk/publications/the-courage-to-be-kind-podcast/>

The King's Fund – Creating Space for Conversations

https://www.kingsfund.org.uk/publications/creating-space-conversations-covid-19?utm_source=twitter&utm_term=thekingsfund&utm_medium=social

Scottish Government publication - Independent Review of Adult Social Care in Scotland (Chaired by Derek Feeley)

<https://www.gov.scot/publications/independent-review-adult-social-care-scotland/>

<https://www.gov.scot/publications/independent-review-adult-social-care-scotland-easy-read/>



Project Lift Resource Pages

Our Evidence Base -

<https://projectlift.scot/project-lift-our-evidence-base/>

Project Lift ethos -

<https://projectlift.scot/about/ethos/>

Project Lift Awesome Cards

<https://projectlift.scot/brought-to-you/awesome-postcards/> -

Project Lift HR Senior Leadership Programme

<https://projectlift.scot/brought-to-you/hr-senior-leadership-programme/>

NHS Scotland Leadership Profile

<https://projectlift.scot/wp-content/uploads/2020/08/Leadership-Profile-project-lift.pdf>



projectlift.scot