

# Shaping Tomorrow Together

Cutting-edge Leadership,  
Executive Team & Board  
Development across the  
Health and Care sector

coCreate



# Introduction

## Leadership and Culture - the heartbeat of change

Health and care leaders today face relentless pressure, increasing patient complexity, and competing priorities. The ambitions of the NHS Long Term Plan - prevention, early intervention, more care closer to home - are clear, but the path forward is not.

Realising these ambitions requires leadership - courageous people who can build trust, shape culture, and enable collaboration across boundaries. Progress comes when staff, patients, and communities become active partners in designing change.

At CoCreate, we develop leaders with the clarity, confidence and shared purpose to unlock collaboration, embrace risk, and make progress on the challenges that matter most.

**Our work creates the conditions for change - where leadership and culture drive transformation that lasts.**



**Take the next step  
towards change**

Connect with us →

# Training that delivers

Too often, leadership programmes feel abstract or fail to deliver lasting impact. According to the Harvard Business Review, only one in four senior managers report that training was critical to business outcomes.\*

CoCreate's approach is different. Our programmes are built around real-world challenges, ensuring learning translates directly into organisational and system impact - we call it **Applied Development**.

What sets CoCreate apart?

## 1. World-class facilitation

We bring leaders together across boundaries, creating safe but challenging spaces to have the conversations that matter most.

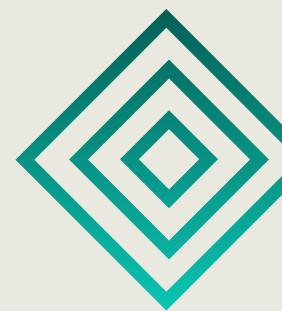
## 2. Cutting-edge tools

From the iEQ9 Enneagram and Three Horizons to systems thinking tools and Adaptive Leadership, we use practical, evidence-based frameworks that shift both mindset and behaviour.

## 3. Creative programme design

We design custom learning interventions that build trust at scale, drive progress on real-world challenges and deliver lasting results.

## Cutting edge tools



### Psychological Safety

Building cultures where people feel safe to speak openly, take risks, and challenge ideas without fear. Psychological Safety is the foundation for innovation, learning and high performance.



### Three Horizons

A futures framework that helps leaders manage the present while shaping the future. It supports balancing immediate pressures with long-term transformation and innovation.



### iEQ9 Enneagram

A powerful psychometric profiling tool that deepens self-awareness and understanding of others. It helps leaders build trust, embrace diversity of thought, and strengthen team performance.



### Systemcraft

A disciplined, practical approach for addressing complex challenges. It equips leaders to align stakeholders, navigate uncertainty, and drive meaningful system-wide change.

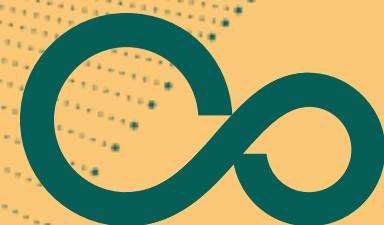
# Board & Executive Team Development

**Deeper trust. Braver conversations.  
Stronger leadership**

Leadership at the top has never been more demanding. The shift towards more preventative, community-based care requires Boards and Executive Teams to work across boundaries with clarity and purpose. Yet relentless pressures, workforce challenges and limited resources can quickly pull teams into reactivity - inward-looking, fragmented and disconnected from their vision.

CoCreate helps leadership teams stay connected to their purpose and lead with confidence. We focus on:

- **Accelerating trust** - strengthening relationships so teams can collaborate quickly and effectively.
- **Aligning ambition** - clarifying strategic priorities and innovation goals.
- **Enabling honest dialogue** - building psychological safety for constructive challenge and shared learning.
- **Navigating complexity** - making progress on systemic, 'wicked' issues.
- **Building resilience** - increasing the capacity to lead self and others through change.



## Case study:

# Leeds & York NHS FT Exec Development

## The challenge

Leeds and York Partnership NHS Foundation Trust provides mental health and learning disability services across the region.

A strong Executive Team was already in place, supported by a 'Collective Leadership' network of approximately 80 leaders.

The next stage of development for this progressive work was to enable this leadership community to tackle the toughest, cross-cutting issues together.

## The programme

A cornerstone of CoCreate's expertise is building the psychological safety and skills for leaders to collaborate and make progress on complex challenges.

We partnered with the Trust to run two connected programmes - one for the Executive Team and one for the Collective Leadership Forum - ensuring Executive learning strengthened the wider leadership community.

A key part of our work was supporting the Executive Team to role model a different kind of leadership. Rather than leading from authority, they were encouraged to adopt a stance of openness, shared ownership and deeper collaboration.

Frameworks such as Three Horizons and the iEQ9 Enneagram supported this shift, helping leaders explore motivations, surface "wicked" issues, and make progress on these challenges through more honest, trust-based conversations.

## The impact

**100%**

of respondents rated Three Horizons tools as 'Good' or 'Very Good'

**91%**

of respondents rated the application of Three Horizons to live organisational challenges as 'Good' or 'Very Good'

**82%**

agreed these workshops provided a useful ongoing framework for tackling complex issues

"In a complex and uncertain environment, we wanted our leaders not only to manage change but to thrive. CoCreate built on our strong foundation of psychological safety, combining excellent facilitation with highly relevant tools such as the Three Horizons and the iEQ9 Enneagram. Crucially, their approach was grounded in our real challenges, creating trusted, engaging and challenging spaces for leaders to work differently."

**Dr Sara Munro - CEO, Leeds and York Partnership FT**



# UHBW Exec Team Development

## The challenge

University Hospitals Bristol and Weston has faced intense pressure in recent years: recovering from Covid, tackling the elective backlog and managing workforce burnout, rising vacancies, high demand in emergency care and delays in patient discharge.

These challenges were compounded by a major merger, the rollout of a new 'Patient First' improvement methodology and significant changes within the Executive Team.

## The programme

CoCreate was asked to support the Executive Team as they navigated a period of significant change and uncertainty. Each member completed the iEQ9 Psychometric tool, illuminating underlying motivations and drivers and creating a shared language for leadership across the team. Sharing their Enneagram profiles built strong foundations of trust and understanding, while the iEQ9 Team Report revealed collective strengths, risks, and potential blind spots.

Using the Three Horizons framework, we helped the team explore their hopes and fears for the future and surface key strategic dilemmas. The Four Domains of Psychological Safety model then enabled more open, productive debate by deepening awareness of individual conflict styles.

To ensure learning translated into real change, the CoCreate team observed the Executive Team in action, providing targeted feedback and helping them embed new habits of collaboration, reflection, and performance.

## The impact

- Development process supported Exec Team through merger with Weston and development of Group Model with North Bristol Trust
- iEQ9 tool enabled team to navigate through significant changes to organisational leadership and team composition
- Live team coaching during Exec Team meetings enabled direct application of learning to day-to-day business

"CoCreate's approach is very much built on open and honest dialogue and diagnosis of strengths and derailers in the team. The OD model and techniques they use such as iEQ9 and Three Horizons give validity and confidence without being too onerous.

This has enabled the team to connect and, in a very supportive but direct way, call out issues for exploration and celebration. Having partnered with several OD consultants before, CoCreate brings fresh insights and approaches that have helped my team to accelerate development."

**Eugene Yafele – Chief Executive, University Hospitals Bristol and Weston**



# Leadership Programmes

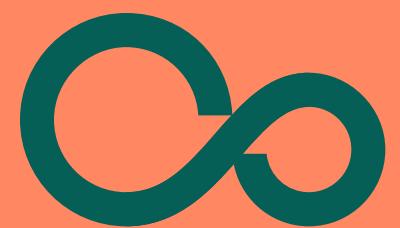
## Collective leadership for complex challenges

Meaningful change in health and care doesn't happen in silos. It requires leadership that crosses boundaries - of role, discipline, organisation and perspective - and brings the whole system into the room.

CoCreate's leadership programmes build this capacity. We create spaces where leaders can act together with purpose, connect across boundaries and develop the confidence to lead change on challenges that no single organisation can solve alone.

Our programmes are shaped by six principles:

- **Cross-system involvement** - connecting leaders from health, care, police, education, and the voluntary sector to build trust and shared understanding.
- **Cross-hierarchical collaboration** - creating shared purpose and psychological safety by bringing together leaders at every level.
- **Rooted in place** - grounding leadership in the needs of communities and patients.
- **Leadership identity & agency** - helping people see themselves as system leaders and act with confidence.
- **Live change challenges** - working on real initiatives that deliver tangible improvements.
- **Sustainable impact** - equipping leaders with tools and skills that endure long after the programme ends.



## Case study:

# Hampshire 20/20

## The challenge

In 2019, Hampshire and Isle of Wight began evolving from a Sustainability and Transformation Partnership into an Integrated Care System. This meant NHS organisations, local councils, and community partners taking shared responsibility for resources, standards, and population health.

Historically, organisations had worked in silos or even in competition. To deliver joined-up services for local residents, leaders now needed new system leadership skills and behaviours to collaborate across traditional boundaries.

## The programme

Taking inspiration from a similar programme in Frimley, we worked with leaders of the Hampshire health and social care system to design Hampshire 20/20, a 6 month, 7-day leadership programme bringing together clinical and operational colleagues from Primary and Secondary care, police, fire, ambulance, education, housing and VCSE organisations to:

Develop individual and collective capacity for system leadership – skills, tools, system awareness, confidence and agency.

- Build networks – break down barriers, build trust, relationships and peer support.
- Support cultural change, moving from competition to co-operation.
- Mobilise participants as a community of influential change agents for the North & Mid Hampshire system.

20/20 now runs in six health and care systems across the UK. 27 cohorts and more than 950 fellows have now completed the programme across England.

## The impact

100%

Seek out views and perspectives different to their own

91%

Built the confidence and motivation to lead effective change

97%

Agree that they have system relationships and now bring more of a system lens to their work

83%

Believe this programme has supported their career progression

“In the 4 years we have run 20/20, we have brought together over 120 leaders from across our system with a shared vision of helping the people of North & Mid Hampshire to flourish. Learning leadership skills together has enabled them to build relationships across organisational boundaries and develop an ongoing curiosity for one another’s worlds.

**The system change projects developed through the programme have contributed to specific improvements in care** including reduced length of stay in hospital, reduced conveyancing of ambulances, significant uptake in virtual health care and improved medicine management between hospitals and the community.”

**Alex Whitfield – Chief Executive, Hampshire Hospitals FT**



## Case study:

# Peloton



## The challenge

Bristol, North Somerset and South Gloucestershire (BNSSG) is an Integrated Care System that delivers healthcare for over one million people.

As with many ICS footprints, there was a legacy in this region of poor collaboration and low levels of trust across many of the different Health and Care organisations delivering care in this system.

## The programme

CoCreate was selected by BNSSG to design a new kind of place-based system leadership programme – one that could rebuild trust and equip senior leaders with the skills, relationships, and mindsets needed for truly integrated care.

Through in-depth conversations with more than 35 senior leaders across the system, we co-designed Peloton – a programme inspired by the ethos of cyclists travelling at different speeds but moving as one. The Peloton identity captured the collaboration and shared momentum the system aspired to.

From the outset, we focused on building the psychological safety needed for leaders from different organisations to fully engage and learn together. Community visits brought local voices and lived experience into the room, keeping the programme grounded in the realities of patients and place. Using Systemcraft, Wasifiri's applied methodology for tackling complex problems, alongside Agile tools such as Scrum and Design Thinking, participants developed a shared language, launched meaningful improvement initiatives, and learned to make progress on knotty system challenges through experimentation and collaboration.

## The impact

170 people have now completed Peloton, split across 3 cohorts. Headline impact data from across 3 cohorts reveals that since completing the programme:

**97%**

**100%**

**100%**

utilise core system leadership skills on a regular basis.

apply Peloton methodologies in their day-to-day work.

actively seek out views and perspectives different to their own



“Peloton grew from a request from system leaders for an intervention that would act as a catalyst to provide better alignment between the partners within the ICS.

Once CoCreate was on board, Peloton became so much more than that.

It generated a strength of shared commitment to the values and purpose of system working beyond any level that we had hoped for, with clear practical outcomes and long-term working relationships across the partners that has resulted in a much stronger system.”

**Matt Joint – Director of People, University Hospitals Bristol and Weston FT**

# Digital Transformation

## Human-led, digitally enabled

Digital transformation, identified by Lord Darzi as one of three critical “left shifts”, offers a defining opportunity to reshape health and social care – making it more personal, more proactive, and more connected. But ambition alone isn’t enough. **Real transformation depends on people: empowered leaders, digitally fluent staff, and cultures that support innovation.**

The challenges are real: complex systems, regulatory hurdles, interoperability and infrastructure. But these are navigable when leaders have the trust, relationships and shared purpose to bring people with them. **When digital, clinical and operational leaders collaborate and co-design, technology becomes not just usable but transformative.**

At CoCreate, we help build that capacity for leadership. **We create the conditions where innovation can take root** – where digital pathways are shaped, embraced, and embedded, unlocking new possibilities for patient care and system change.



## Case study:

# Wavelength



## The challenge

Frimley recognised that the full potential of digital transformation would never be realised without investing in leadership and culture.

Digital was too often treated as an afterthought, left to IT, and disconnected from clinicians and operational teams. The result: a critical enabler of better, safer, and more equitable care was being lost in translation.

## The programme

Working in partnership with senior leaders across the Frimley system, we co-designed Wavelength, a 6-month, 5-day leadership programme to develop the skills, mindset, knowledge and relationships that support effective, joined up digital transformation.

Drawing on cutting-edge, practical tools and techniques, Wavelength brings together clinical, digital and operational leaders to break down barriers, embed a digital mindset at the core of everything they do and create a shared language around digital-led transformation. It's a practical and experiential programme where the learning is continually applied to real-life issues participants are grappling with.

To ignite new thinking, we draw on CoCreate's network to include visits to leading tech companies such as Uber & Trainline and run Fishbowls with Innovators in the Healthcare space.

## The impact

9 cohorts & 300+ people have completed the programme. Feedback from a recent cohort included:

**94%** of participants felt more able to lead on transformation and innovation projects

**97%** of participants said Wavelength helped them break down barriers between digital, clinical and operational staff

**100%** reported taking a more collaborative and inclusive approach to their work

**100%** of participants finished the programme with a stronger network across the Frimley health & care system

“Wavelength brings together a diverse group of people from across our system to have positively disruptive conversations about how we ignite data-led, digital innovation into the heart of system change.

It has been a joy working with CoCreate. They're a true partner who bring energy and drive, expertise in systemic leadership, fresh perspectives from beyond our sector and an applied approach to development which enables our staff to make real progress on real problems.”

**Sharon Boundy, Director of Digital & Transformation, Frimley ICB**



# Coaching for leaders

## Space to grow, strength to lead

Leaders across health and care face extraordinary pressures - trying to balance big ambitions for change with the relentless pace of daily work. Finding time to pause, reflect, and think well doesn't come easily. Yet that space is often what makes the biggest difference.

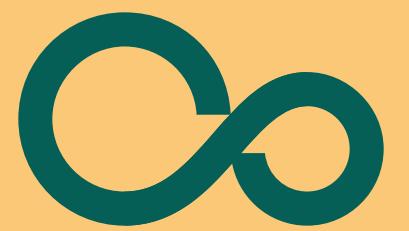
We understand that often, the problem isn't the problem - it's the state we bring to it. Coaching creates **the space to reset, gain perspective, and respond with clarity and confidence.**

Our coaches bring deep understanding of the dynamics within complex systems, drawn from experience working across regional, place and neighbourhood levels.

We help leaders **navigate competing pressures, find balance between action and reflection, and manage themselves and others effectively under pressure.**

We use a range of tools to deepen insight and self-awareness, including the iEQ9 Enneagram, which provides powerful, actionable understanding of motivation, stress, and leadership patterns. (More on the next page.)

Coaching with CoCreate isn't about fixing problems. It's about enabling sustainable leadership effectiveness across systems that never stand still.



# Introducing the iEQ9

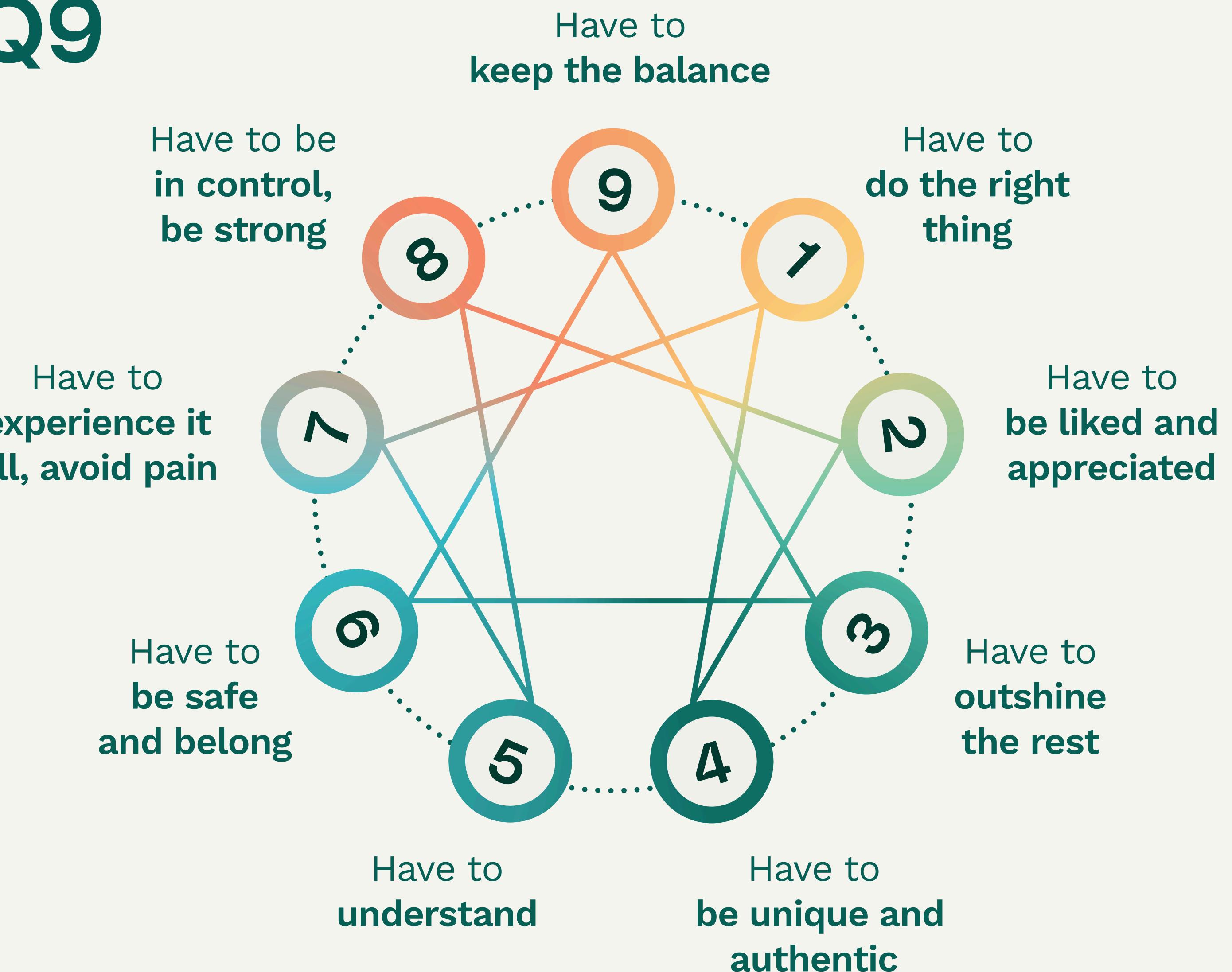
We use the iEQ9 Enneagram tool to deepen self-awareness and unlock more impactful leadership through coaching.

Unlike many psychometric tools that focus on surface behaviours, iEQ9 explores core motivations, hidden drivers, and patterns under stress.

Each Enneagram type is shaped by a distinct core motivation - influencing how we think, behave, and relate to others. This helps explain why people respond so differently to the same situation and why trust can break down when we view others through our own lens.

The iEQ9 provides a rich foundation for coaching, helping leaders better understand what drives them, how they show up under pressure and how they can grow.

Research published in the Harvard Business Review suggests that only 15% of senior leaders are truly self-aware.\* That's why the insights from this tool are such a powerful catalyst for developing emotional intelligence and leadership effectiveness.



\*Source: <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>

# Leadership Coaching for BNSSG ICB

## The challenge

Only two years after formation, ICBs were required to make significant reductions in operating costs, finding savings of up to 50% and merging or clustering with other ICBs.

BNSSG ICB chose to invest in leadership capacity rather than retreat into siloed decision-making. They wanted to strengthen resilience, maintain alignment and build the ability to hold robust, candid debate while navigating ongoing change.

## The programme

CoCreate partnered with the Executive and Senior Leadership Teams to develop a shared foundation for how they lead together under pressure.

The work centred on the iEQ9 to build self-awareness and strengthen relationships across the leadership community.

Each leader received 1:1 coaching, in addition to collective sessions which focused on psychological safety, constructive challenge and aligned decision-making. Working with real organisational issues, leaders practised addressing tensions directly, holding productive debate and making choices together with clarity and confidence.

## The impact

Evaluation data evidences the impact of the one-to-one coaching and leadership development, including;

**9.4/10**

average rating for the value for the iEQ9 Enneagram coaching

**9.6/10**

average quality rating for the Enneagram workshop

**90%**

agreed the Enneagram supported them to navigate organisational change

“The iEQ9 framework provided us with a deep insight into our preferences and behaviours which allowed us to become a really high performing leadership team. As a Chief Executive it changed my approach to leading, and it is making a real difference.

CoCreate’s approach was intelligent, supportive and appropriately challenging. I would strongly recommend them to any senior team who genuinely wants to develop a collaborative and high performing environment.”

**Shane Devlin - CEO, Bristol North Somerset & South Gloucestershire ICB**



# About CoCreate

CoCreate is a UK-based Leadership and OD Consultancy. We began in 2015 with a simple belief: today's complex challenges can't be solved by traditional, top-down leadership development.

Our approach emphasises networks over hierarchies, collaboration over silos, relationships over tasks, and action over endless planning. We help leaders create the conditions for change - together.



# The team

We're really proud of our growing team of facilitators, coaches, leadership & OD specialists.  
What we share is a belief in the power of collaboration and the desire to do meaningful work.



**Andy Caldwell**  
Partner & Founder



**Jade Brown**  
Project Manager



**Miriam Gosling Gage**  
Head of Programmes



**Eveline Tijs**  
Senior Associate



**Patrick Hobbs**  
Senior Associate



**Caroline Evanson**  
Senior Associate



**Lucy Dennis**  
Senior Associate



**Tom James**  
Partner



**Sally Fleming**  
Senior Associate



**Richard Strudwick**  
Senior Associate



**Rachel Phillips**  
Senior Associate



**Jo McCarthy**  
Senior Associate

# Who we are

We saw that traditional leadership development - individualistic and hierarchical - no longer fit the realities leaders face. Today's fast-paced, unstable landscape demands more collaborative, adaptive ways of leading and working.

Our values drive everything we do: creating energy, shaping the right learning environment, and supporting deep, lasting impact.



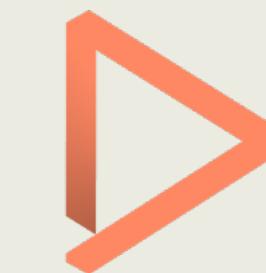
## Professionalism

We take our work seriously, and carry it out with honesty and integrity



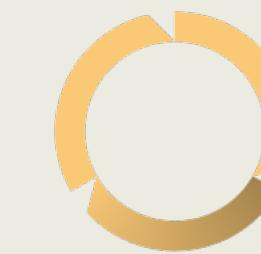
## Presence

We quickly build trust and relationships across groups to do meaningful work



## Play

We create the right environment for learning and change to happen



## Progress

Our work will be impactful by focusing on what really matters to our clients

Take the next step towards change

Connect with us





To learn more contact:

[info@cocreateconsultancy.com](mailto:info@cocreateconsultancy.com)

Or visit:

[www.cocreateconsultancy.com](http://www.cocreateconsultancy.com)

Glove Factory Studios, BROOK LANE, HOLT, WILTSHIRE, BA14 6RL