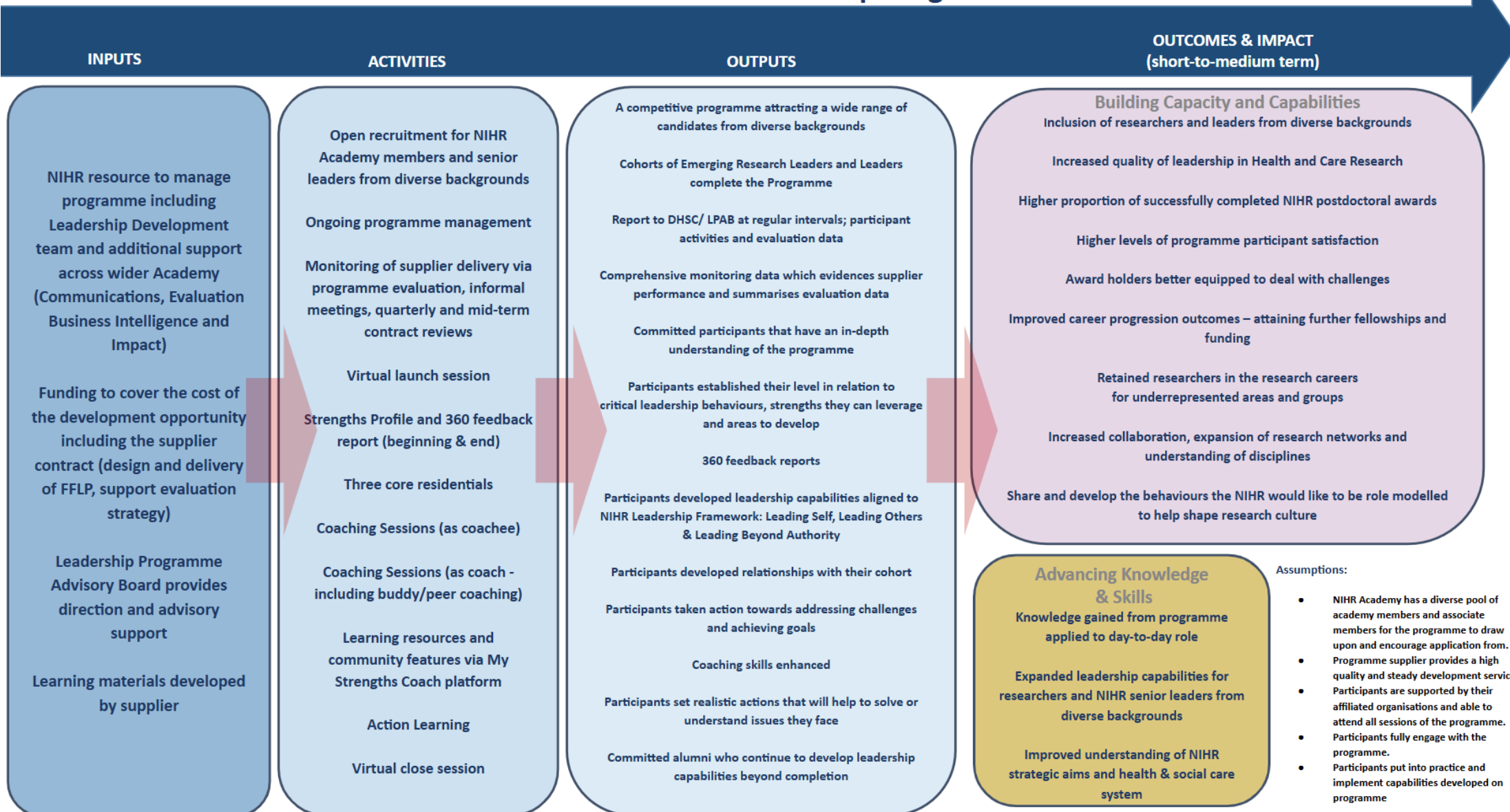


NIHR Future Focus Leadership Programme



NIHR Future Focus Leadership Programme Logic Model

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Introduction

The Future-Focused Leadership Programme (FFLP) is open to current leaders based within NIHR or delivering a national role for NIHR. It is a free 12-month programme which supports health and social care research leaders to enhance their leadership skills. Throughout the programme, delegates will be encouraged to identify and reflect on their strengths and areas of development.

The NIHR uses logic models to visually represent how a programme or research award is expected to achieve the outcomes, and resultant impact, that are defined during the development process of a programme or research award. A logic model then becomes an important tool in the process of evaluating a programme or award, which in turn guides a learning process of how a programme can be altered to better achieve its aims. The logic model is a linear flow diagram that reads from left to right, and is divided into the following sections: inputs, activities, outputs, and outcomes and impact.

Inputs

The first section in the logic model for the NIHR Future Focused Leadership Programme is the 'inputs'. The inputs are the resources that are made available so that the programme can operate and achieve its defined goals. The inputs in this logic model are:

- NIHR resource to manage programme including Leadership Development team and additional support across wider Academy (Communications, Evaluation Business Intelligence and Impact)
- Funding to cover the cost of the development opportunity including the supplier contract (design and delivery of FFLP, support evaluation strategy)
- Leadership Programme Advisory Board provides direction and advisory support
- Learning materials developed by supplier

Activities

Following the logic model from left to right, the next part of this logic model is the activities section. These are the activities of the NIHR and the researchers who hold the awards, using the resources provided by the logic model inputs.

The activities to be undertaken by the NIHR are:

- Open recruitment for NIHR Academy members and senior leaders from diverse backgrounds
- Ongoing programme management
- Monitoring of supplier delivery via programme evaluation, informal meetings, quarterly and mid-term contract reviews
- Virtual launch session
- Strengths Profile and 360 feedback report (beginning & end)
- Three core residentials
- Coaching Sessions (as coachee)
- Coaching Sessions (as coach - including buddy/peer coaching)
- Learning resources and community features via My Strengths Coach platform
- Action Learning
- Virtual close session

Outputs

The next stage in the logic model, after the activities section, are the outputs. The outputs arise as a direct result of the previously defined activities. The outputs for this logic model are:

- A competitive programme attracting a wide range of candidates from diverse backgrounds
- Cohorts of Emerging Research Leaders and Leaders complete the Programme
- Report to DHSC/ LPAB at regular intervals; participant activities and evaluation data
- Comprehensive monitoring data which evidences supplier performance and summarises evaluation data
- Committed participants that have an in-depth understanding of the programme
- Participants established their level in relation to critical leadership behaviours, strengths they can leverage and areas to develop
- 360 feedback reports
- Participants developed leadership capabilities aligned to NIHR Leadership Framework: Leading Self, Leading Others & Leading Beyond Authority

- Participants developed relationships with their cohort
- Participants taken action towards addressing challenges and achieving goals
- Coaching skills enhanced
- Participants set realistic actions that will help to solve or understand issues they face
- Committed alumni who continue to develop leadership capabilities beyond completion

Outcomes

The fourth part of the logic model is the outcomes section. Outcomes are the measurable, often medium-to-long-term, changes that we expect to see as a result of the programme or award taking place. The outcomes for this model are divided into the following two different sub-sections: building capacity and advancing knowledge and skills. The outcomes within each of the sub-sections are listed here:

Building Capacity and Capabilities:

- Inclusion of researchers and leaders from diverse backgrounds
- Increased quality of leadership in Health and Care Research
- Higher proportion of successfully completed NIHR postdoctoral awards
- Higher levels of programme participant satisfaction
- Award holders better equipped to deal with challenges
- Improved career progression outcomes – attaining further fellowships and funding
- Retained researchers in the research careers
- for underrepresented areas and groups
- Increased collaboration, expansion of research networks and understanding of disciplines
- Share and develop the behaviours the NIHR would like to be role modelled to help shape research culture

Advancing Knowledge and Skills:

- Knowledge gained from programme applied to day-to-day role
- Expanded leadership capabilities for researchers and NIHR senior leaders from diverse backgrounds
- Improved understanding of NIHR strategic aims and health & social care system

Assumptions

The assumptions included within the logic model are underlying principles, ideas, and beliefs that we hold about how an award will work. The assumptions may be about a number of different things, such as the external or internal environment of the award, relevant stakeholders participation, or the problem that it seeks to address. The assumptions included in this logic model are:

- NIHR Academy has a diverse pool of academy members and associate members for the programme to draw upon and encourage application from.
- Programme supplier provides a high quality and steady development service.
- Participants are supported by their affiliated organisations and able to attend all sessions of the programme.
- Participants fully engage with the programme.
- Participants put into practice and implement capabilities developed on programme

Contributions and acknowledgements

The NIHR supports the principles of open research, including full and appropriate recognition of the many varied contributions to the creation of knowledge. Those that have contributed to this work are listed alphabetically according to their surname.

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