

## Leadership Team Development – The Journey So Far

### 1. Background and Context

#### *Purpose of this Discussion Paper*

Since the formation of Wiltshire Council just over four years ago a strong emphasis has been placed on the importance of strengthening our leadership capacity. It has been widely recognised and acknowledged that developing the leadership capacity and transforming the organisational culture are both important prerequisites to delivering the corporate vision of building strong and resilient communities in Wiltshire.

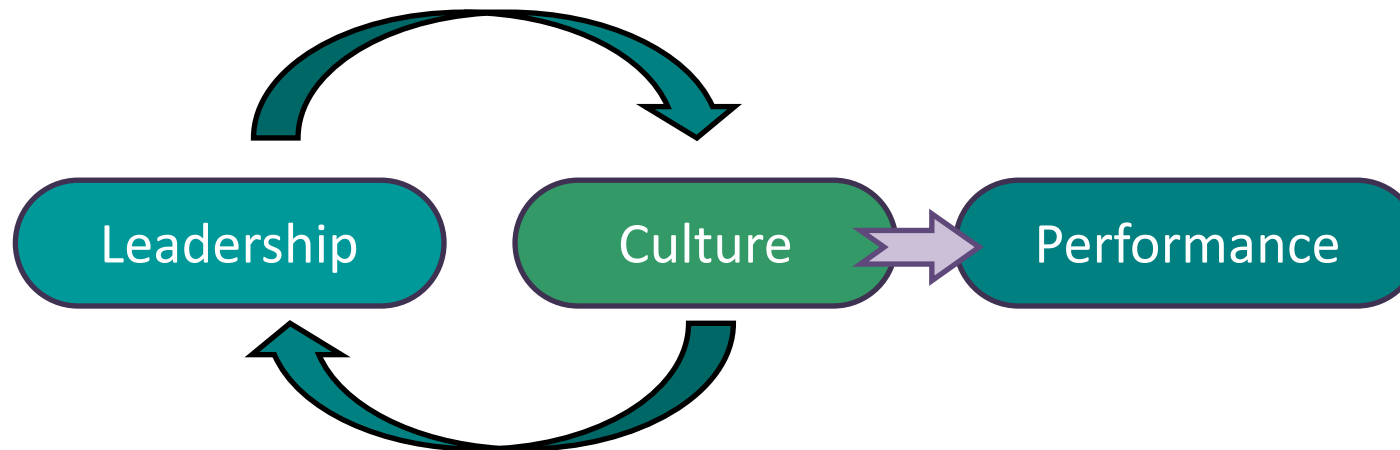


Fig 1

Towards this goal, much has been achieved and much has been learnt over the last four years. On this foundation, the new business plan has recognised the need for the Council to continue to change the way we do business and has developed the following 8 principles that will support this change:

- The council is a community leader, not just a service provider
- We are efficient and provide good value for money for our residents
- We put outcomes for people and places first
- We develop a new relationship between public services and communities
- We design our services with residents and communities
- Our services work well, are joined up and easy to access
- We have and we will grow outstanding leaders and managers
- Our staff are innovative and have a can-do approach

It is clearly vital that these principles along with the Council's Values and Behaviours are modelled by the Extended Leadership team as they seek to both model and facilitate effective Community Leadership over the coming years. Furthermore, within the context of public sector cuts this leadership challenge becomes ever more important.

The Leadership model and senior management structure has been reviewed and refined both within the Extended Leadership Team and indeed at all levels within the Council. By first summarising the leadership development 'journey so far' within this changing context, this discussion paper and presentation explores some possible development interventions from the autumn for the newly formed senior leadership team moving forward.

## **2. The Journey So Far**

As mentioned above, much has been achieved in recent years in developing outstanding leadership and shifting the organisational culture in Wiltshire Council. Whilst in no way exhaustive, summarised below are some of the leadership development initiatives and interventions that have been undertaken.

### ***Management and Leadership Matters***

Since 2010 a comprehensive programme of Leadership modules have been developed to support the development of managers within Wiltshire Council. During this time over 890 managers have attended a selection or in some cases all of the development modules available. **(See Appendix 1&2)**

To date, attendance of development modules has been either voluntary or with guidance from line managers. In order to develop a consistency in leadership competence across the Council, the possibility of some of the core Management Matters Modules becoming mandatory for all Managers as part of a managerial induction programme is being scoped.

Feedback received from delegates attending these modules has been excellent. The content of these modules has been refined both in response to feedback from delegates and the changing needs within the Council. More details of how each of the programme supports the development of Wiltshire Council's values and behaviours framework is outlined briefly below.

### ***Leadership and Coaching Accreditation***

A growing number of leaders within the Council are choosing to undertake an ILM qualification in either Leadership & Management or Coaching. The current suite of Leadership and Management Matters Modules supports Managers to progress to take a Level 3 or 5 Qualifications in Leadership and Management and or Coaching and Mentoring.

Led by Allison Bucknell in 2011 we supported a number of Councillors to also undertake the Leadership and Management accreditation, with 9 completing the Level 5 Award and 5 completing the Level 5 Certificate. This was really encouraging and demonstrated that for Leadership the underlying principles support the leadership at all levels

### ***Coaching and building internal capacity***

We have developed over the last 12 months a broad range of coaching development opportunities and support programmes linked to accreditation, to grow a sustainable internal coaching pool for staff at all levels. Following a slow start in volunteers, this is now really building momentum, in terms of individuals wishing to be developed to become accredited coaches and coachees volunteering or being encouraged by their line managers to take part in coaching as part of their personal development and growth

We deliver internally, accredited through ILM the L3 for aspiring manager and L5 Certificate in Coaching & mentoring. The latter qualification supports our total focus and commitment to develop an internal accredited pool of coaches within the Council and across

Wiltshire partners such as the police. Through our partnership working with South West Councils building on the Council's membership of the South West Coaching pool, we are undertaking joint development work to continuously improve the development pathway and accreditation framework. A coaching framework has been developed as part of the communications and marketing plan.

### ***Action Learning Sets***

Action Learning Sets have been piloted in the last twelve months as part of a blended learning programme. By developing internal coaching and consulting skills, managers have been encouraged to support learning across the organisation and in so doing, support their peers with solving real business issues and build the internal organisational learning capacity within the Council. Facilitated Action Learning Sets are now being made available to leaders and managers working with their teams across the Council.

### ***Team building days***

It is widely accepted that with all the recent changes in the Council managers need to be more intentional in achieving an appropriate balance between task, team and individual responsibilities. Support is being given to internally running team days in order to bed down and apply learning from the leadership modules in the team context. Teams are being encouraged to reflect how they can clarify their own team vision in line with corporate priorities and new Business Plan. Focus will again be on supporting an internal growth model by strengthening an in-house capacity to run these days internally within the Council.

### ***Team communication bite size workshops***

We additionally identified earlier this year from requests from Services for support with Teams through managing change and improving communications that short sharp bite sized facilitated workshops, as part of team meetings or team away days would support leaders & Managers to improve team dynamics and communications. Across HR/OD a number of the senior team have trained and successfully qualified to become NLP practitioners. We have built on this expertise through the facilitation with services and teams of a range of Team bite size communication workshops and provided on-going support to leaders and managers to build and strengthen the importance and momentum of open two way communication to encourage innovation and creativity within their services and teams

### ***Wiltshire Council's Behaviour Framework***

Wiltshire Council's behaviours framework, linked to the existing Corporate Values was published in February 2012. It was recognised that the Framework whilst important would not in and of itself achieve the desired behavioural change in the Council. Mandatory

behavioural and appraisal training was therefore rolled out to all managers in the Council. Feedback of the usefulness of the Behavioural Framework, through understanding and application by Managers since the training has been excellent and Managers are using to identify high performers and also staff that need support to improve their performance.

### ***Cultural Change supporting Service Transformation***

The development of a consistent corporate approach to culture and behavioural change across the Council is key to delivering required changes in service transformation. As illustrated in Fig 1, organisational culture can have an impact (either positive or negative) on our ability to lead effectively, yet we as leaders have a responsibility to positively influence (rather than be victims of) the organisational culture we are a part of.

Both the Council's organisational culture and our own leadership capacity will have a strong impact on the Council's ability to perform and ultimately deliver its Business Plan and Corporate vision.

Organisational Culture whilst viewed as important is often difficult to both measure and shift. Using a suite of Cultural Assessment and Leadership tools the Council has successfully supported the cultural change requirements in a number of challenging areas of the Council requiring Service Transformation post unitary status.

### ***Joined up Approach of Corporate Initiatives***

Supporting real cultural change in an organisation the size of Wiltshire Council requires the support and alignment of the People Strategy and a number of important HR &OD initiatives. Specifically, the alignment of the following initiatives:

- Corporate Induction – focused on the four values
- Learning & Development review of all existing Corporate provision to embed the behaviours framework
- People Strategy – Leadership & Management ,Cultural assessment including 360 degree feedback
- Appraisal System against Wiltshire Council Behaviour Framework
- Shaping the Future Corporate Awards
- Transformational Change including systems thinking development and reviews
- Cultural and service transformation programmes

### ***Building an internal growth model***

In delivering the above, a strong emphasis has been placed on *building an internal growth model* within the Council, ensuring that the future managers and leaders within the Council are developed in the most cost effective and efficient way. Supporting interventions has remained closely tailored to supporting key corporate priorities seeking to embed systems thinking, matrix working, managing by outcomes and partnership working in leadership practice. In so doing, every effort is being made within the constraint of limited resources to support and drive forward the transformational change required within the Council.

**APPENDIX 1**

**Management matters in Wiltshire:**

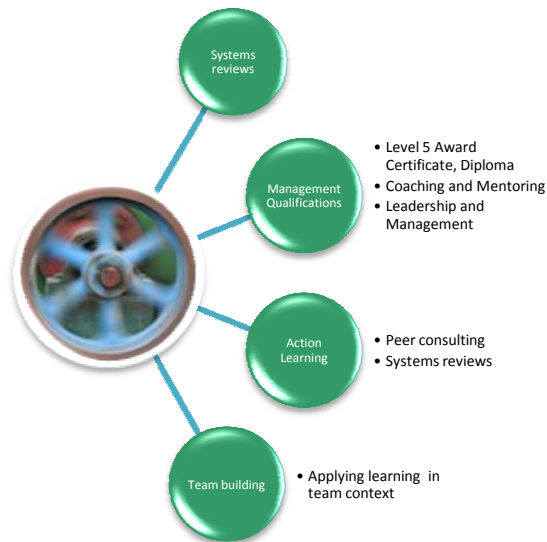
**Customer focus and continuous improvement**

- Under development

**Inspirational leadership - FULL DAY**

- Exploring the changing role and pressures on managers in Wiltshire Council
- Understanding your own leadership style, the strengths you bring to your management role
- Leadership, culture and behaviours
- Leadership styles inventory
- 360° feedback (optional) and personal development plans

**Building the Internal growth model**



**Leading change and innovation- FULL DAY**

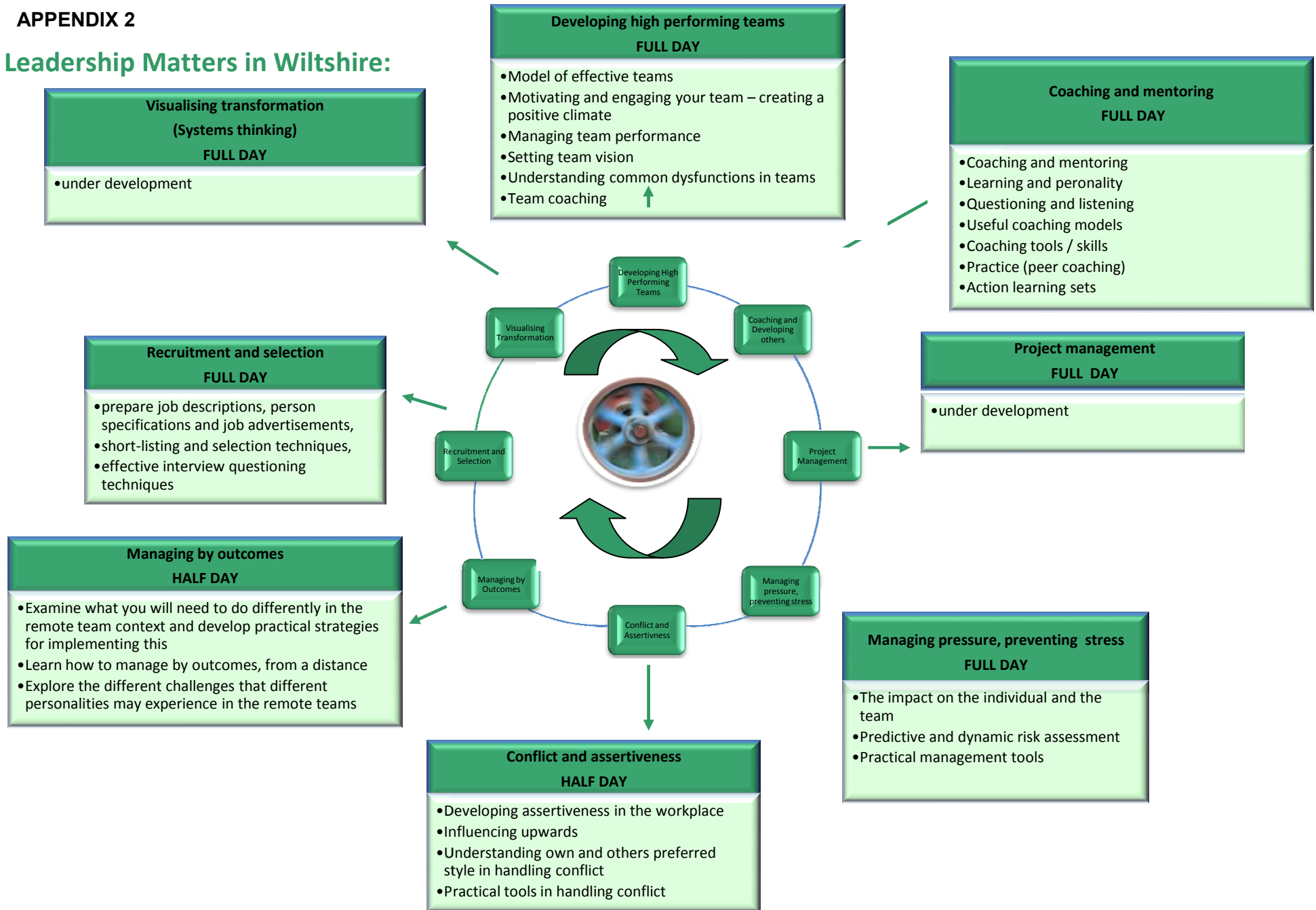
- Creating a climate for innovation
- Culture and change OCI
- Tools / models for managing / leading change
- Group work on managing the real changes in your area
- Understanding transition
- Personality and change
- Understanding and dealing with resistance to change
- Managing the changes I am involved in

**Making performance management matter -FULL DAY**

- Benefits of goal setting
- Understanding the importance of communicating organisational objectives
- Using SMART objectives
- Plan-Do-Review approach

**APPENDIX 2**

**Leadership Matters in Wiltshire:**





## Wiltshire Council Pathway to **Level 3 Award in Coaching**

### Who is this qualification for?

Those new to coaching at Team Leader or below level

### What do I have to do?

Completion of three written assignments each consisting of around 1,200 words.

"Understanding good practice in workplace coaching"

"Undertaking coaching in the workplace" includes 6 hours of coaching practise

"Reflecting on workplace coaching skills"

### Core Supporting Modules

Qualification briefing

Coaching in the workplace (used as Launch)

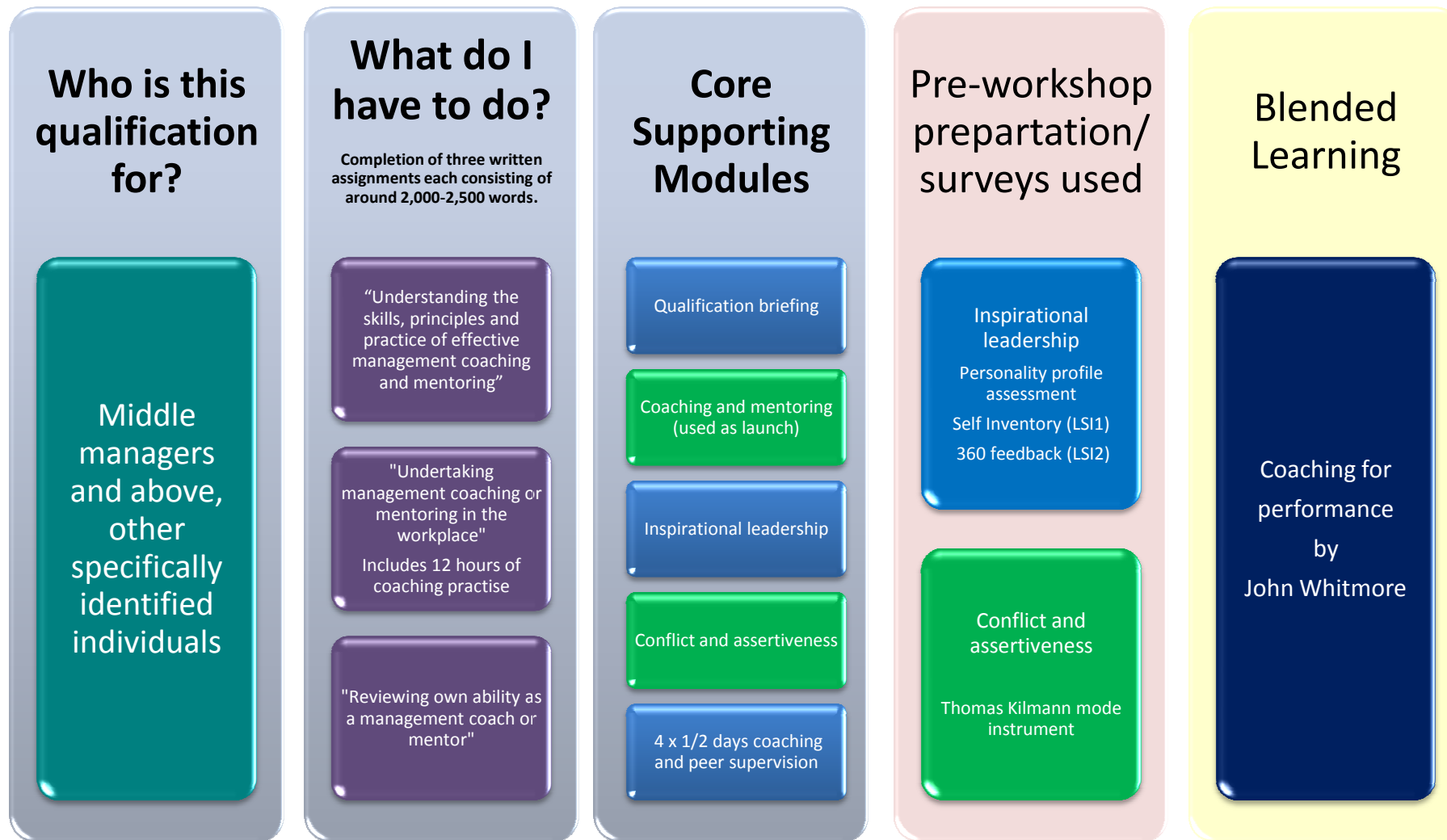
3 x 1/2 days coaching and peer supervision

### Blended learning

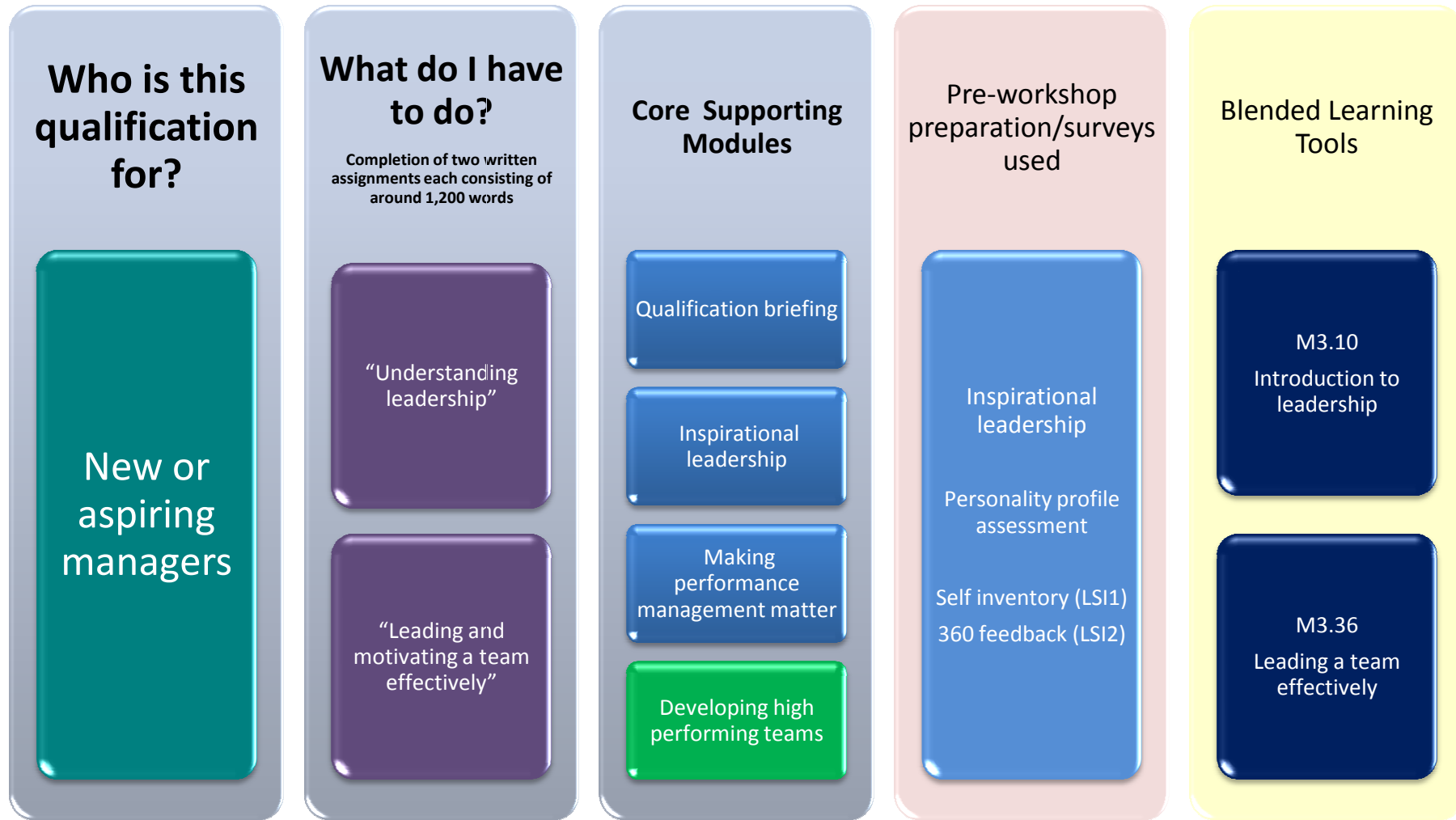
Coaching for performance  
by  
John Whitmore



# Wiltshire Council Pathway to **Level 5 Certificate in Coaching and Mentoring**



# Wiltshire Council Pathway to **Level 3 Award in Leadership and Management**



# Wiltshire Council Pathway to **Level 3 Certificate in Leadership and Management**

**Who is this qualification for?**

New or aspiring managers  
**who already have the**  
Level 3 Award in Leadership and Management

**What do I have to do?**

Completion of the Award plus one more written assignment consisting of around 1,200 words

“Leading change and innovation”

**Core Supporting Modules**

Leading change and innovation

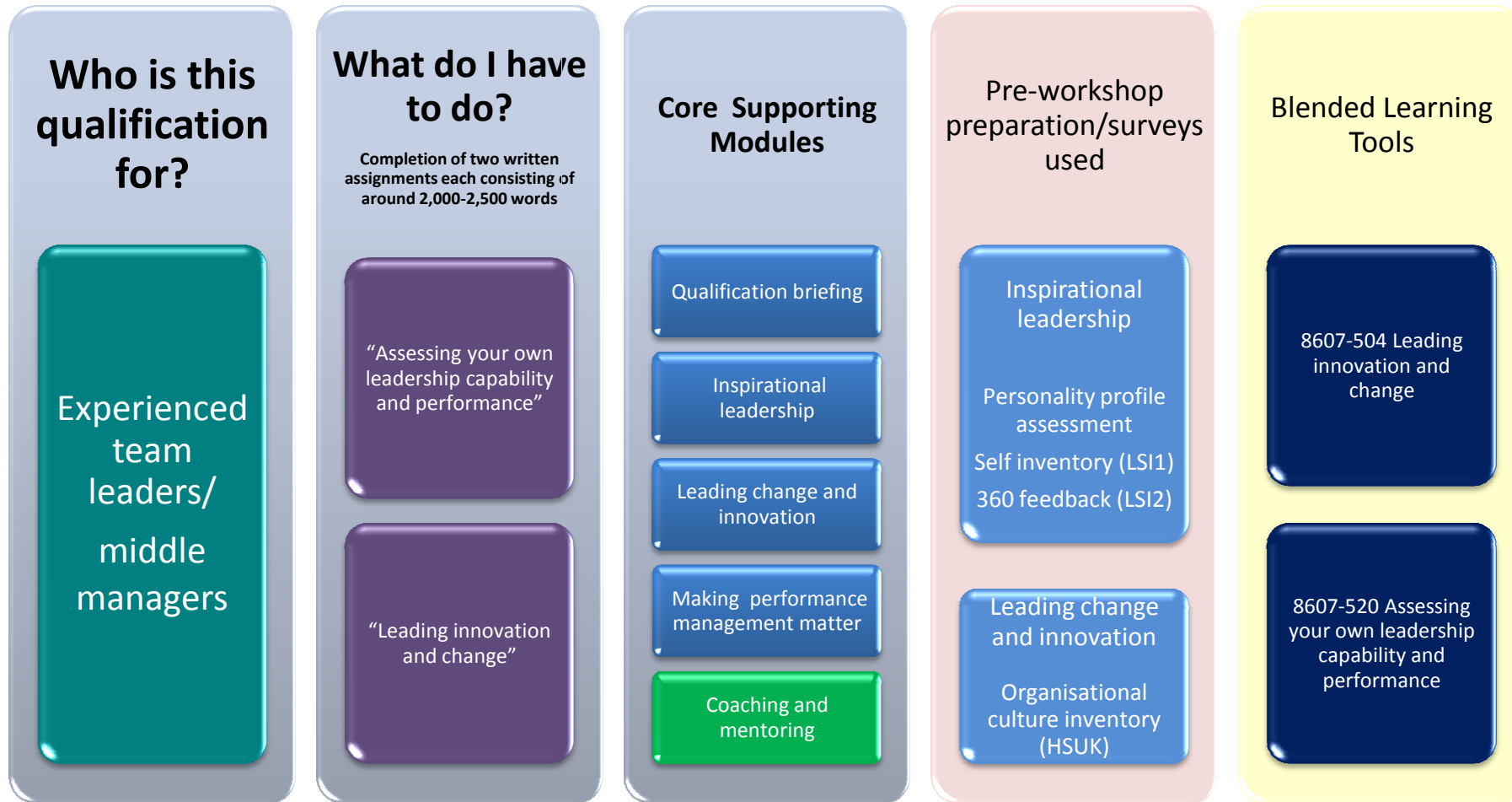
**Blended Learning Tools**

To reflect units chosen

To reflect units chosen



# Wiltshire Council Pathway to **Level 5 Award in Leadership and Management**



## Wiltshire Council Pathway to **Level 5 Certificate in Leadership and Management**

### Who is this qualification for?

Experienced Team Leaders /middle managers

**who already have the**

Level 5 Award in Leadership and Management

### What do I have to do?

Completion of the Award plus one more written assignment consisting of around 2,000-2,500 words.

“Developing and Leading Teams to Achieve Organisational Goals and Objectives”

### Core Supporting Modules

Developing high performing teams

### Blended Learning

8607-519  
Developing and Leading Teams to Achieve Organisational Goals and Objectives

