

Alliance Leadership & Management Development

Who should read this?

SSC staff who engage with their sector's employers and who want to help them:

- Improve their leadership and management effectiveness
- Accelerate their organisation's competitiveness and performance.

Background

The Alliance of Sector Skills Councils is actively committed to the delivery of effective Leadership and Management solutions. We aim to ensure solutions are: fit for purpose, communicated effectively and meet the needs of both employers and the UK economy.

The research base clearly shows that Leadership and Management is fundamental to organisational success and, importantly, isn't *just another skill*. Based on the evidence we believe that developing high performance managers is fundamental to unlocking the skills and potential of everyone in an organisation. And, by doing this, organisations can achieve dramatic improvements in performance.



Figure 1

Alliance All Sector
Management & Leadership Development

Led by SkillsActive

Recommended basic solutions

Many SSCs, Regions and Countries have their own particular L&M solutions, our aim to support them. To complement these sector- and geography-based solutions we have researched a set of world class, basic L&M solutions for SSC staff looking for an entry point when they engage with their employers.

All of the solutions are aimed at managers who want to improve the performance of their business. For example, to increase market share, exploit new product and market opportunities, improve productivity, serve customers better and bring out the best in their people.

1. Inspiration Leadership Programme

The **Inspirational Leadership Programme** provides managers with practical pointers on how to build on their own key strengths and maximise the contribution from their people.

The Programme was originally developed by the Dti in conjunction with a number of Lead Partners, including the Chartered Management Institute, CIPD and the Institute of Directors. It provides a way of improving leadership effectiveness which is both cost and time-effective.

Practical steps for the manager include generating their own confidential Leadership Profile on-line and getting immediate feedback, together with some suggested initial actions. This stage requires a quiet thirty minutes to complete.

An Inspirational Leadership Programme Coach will carry out a detailed analysis of their Leadership Profile and arrange for a one-to-one coaching session. The manager then has an insight into how they operate as a leader and, crucially, they will have identified a number of specific actions that can be immediately applied to a current personal challenge. A follow-up, one-to-one session is arranged in six months to review the actions taken, evaluate progress and assess the improvements obtained for the organisation.

If you are interested in learning more please contact: Nigel Crouch at nigelcrouch@f2s.com.

Figure 1 – on the left, summarises the overall reach of the new plan. It encompasses strategic, collaborative and tactical activities to deliver a comprehensive programme

2. Action Learning Programme

Action Learning Is an extensively used and well received process that helps managers and leaders solve both short and long term business issues using the collective wisdom of a supportive group. It has been promoted widely by SSCs and the Regions and Countries.

Action Learning is a continuous process of learning and reflection that happens with the support of a group or 'set' of colleagues, working on real issues, with the intention of getting things done. The voluntary participants in the group learn with and from each other and take forward an important issue with the support of other members of the set.

The collaborative process helps people to take an active stance towards life, overcome the tendency to be passive towards the pressures of life and work, and aims to benefit both the organisation and the individual.

Action learning groups of 6 to 8 people are formed under the guidance of an independent set adviser. The early work of the group enables people to learn to trust each other and share the real issues they are dealing with. These groups might meet every 4 to 8 weeks and share their current issues, how they are moving their organisations forward and agree actions to take that deal with those issues.

The set adviser manages the process as the group work together and acts as coach to the group with the aim of making them 'self facilitating'. As a delegate has said 'It was very supportive but also challenging. It made me brave enough to face my own situation'. Participants are supported and challenged by peers and learn good practice from each other.

Next steps

We are implementing a plan to train Action Learning 'ambassadors' in the SSCs. They will promote the use of this valuable tool within their SSCs and with their employers.

If you are interested in learning more please contact: Mike Hender at mike@hender.net.

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3. First level manager and Managing People

For the new manager, managing *people* rather than *projects* calls for a different approach. It's now all about getting things done through other people rather than simply doing it themselves.

Of the 150 + M&L issues identified in the 2007 Sector Skills Agreement research 'First Line Manager performance' was one of the most frequent problems cited by employers.

So what business issues can the First Level Manager solution deal with?

For a start: Managing self and personal skills, Providing Direction, Facilitating Change, Working with People, Using Resources and Achieving results.

We believe this area is well served by the market. The key issue for the emerging manager is choosing the offer that is right for them (in relation to time, place, and cost) and ensuring that it is provided by a quality supplier.

An excellent start after reading the Good Practice guide (see the next box) would be to go to one of these suppliers:

- [Institute of Leadership and Management](#)
- [Chartered Management Institute](#)
- [Edexcel](#)
- [Foundation Degree Forward](#)

4. Enterprise Essentials

The Enterprise Essentials Tool is a purpose built diagnostic designed specifically for small business owner/managers. It provides a simple diagnostic for every stage in a small businesses life-cycle from pre-start up to mature small business enterprise.

Based on the internationally recognised Enterprise Standards from SFEDI this tool is populated with a range of training and development solutions with pro-active signposting. Visit the site at www.enterpriseessentials.co.uk or contact Derek Hartshorne at derek.hartshorne@lantra.co.uk

Further Reading¹

Overview

The document paints a picture of a 'desired state' for SSC staff and their partners in encouraging and supporting the journey. It suggests some ideas and resources that will be of immediate, practical help.

Employer Journey Flowchart

How do we make the employer journey to management and leadership excellence as easy, attractive and rewarding as possible? This model and flow chart explore what SSC and partner staff can do to engage successfully even with reluctant managers.

List of M&L Diagnostics

This document aims to help SSC staff find appropriate diagnostic tools to analyse their employer's M&L skills gap. Its purpose is to help staff be more confident and credible when talking to employers and be able to offer guidance based on real evidence.

M&L Development Resources

This document aims to help SSC staff find appropriate suppliers and reference materials. Its purpose is to help staff be more confident and credible when talking to employers.

Good Practice Guide

High performance managers can and do include supervisors, team leaders and first line managers. This Guide will help them and, indeed, all managers discover people's development needs, identify the desired business benefit, choose the right candidates, define criteria for success and measure the operational results. It explores the range of offers that are available from external suppliers and offers suggestions to SSC staff, intermediaries and employers on how to identify an offer that is right for them.

Job Competence Model

Functional Analysis of company activities is used to develop National Occupational Standards. This analysis focuses on breaking company functions down into the smallest 'sensible' unit or element of activity. The Job Competence Model is proposed as a measure of this smallest unit

Example Measures of Success

The purpose of this document is to provide example background indicators to those managers seeking to make a business case for employee development through training programmes.

M&L Top Issues from SSC research

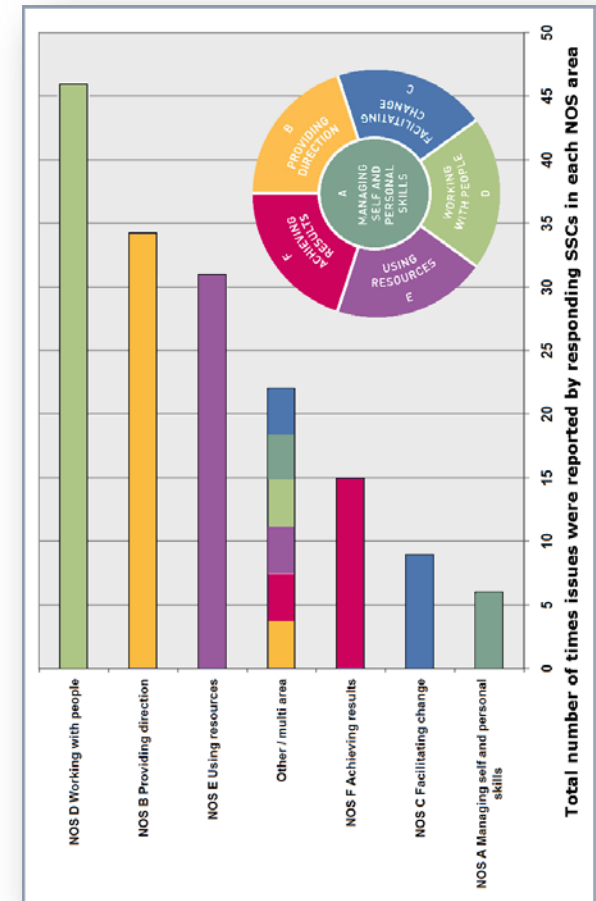


Figure 2 – All activities and programmes are underpinned by the research SSCs have carried out with their employers. More details may be found [here](#).