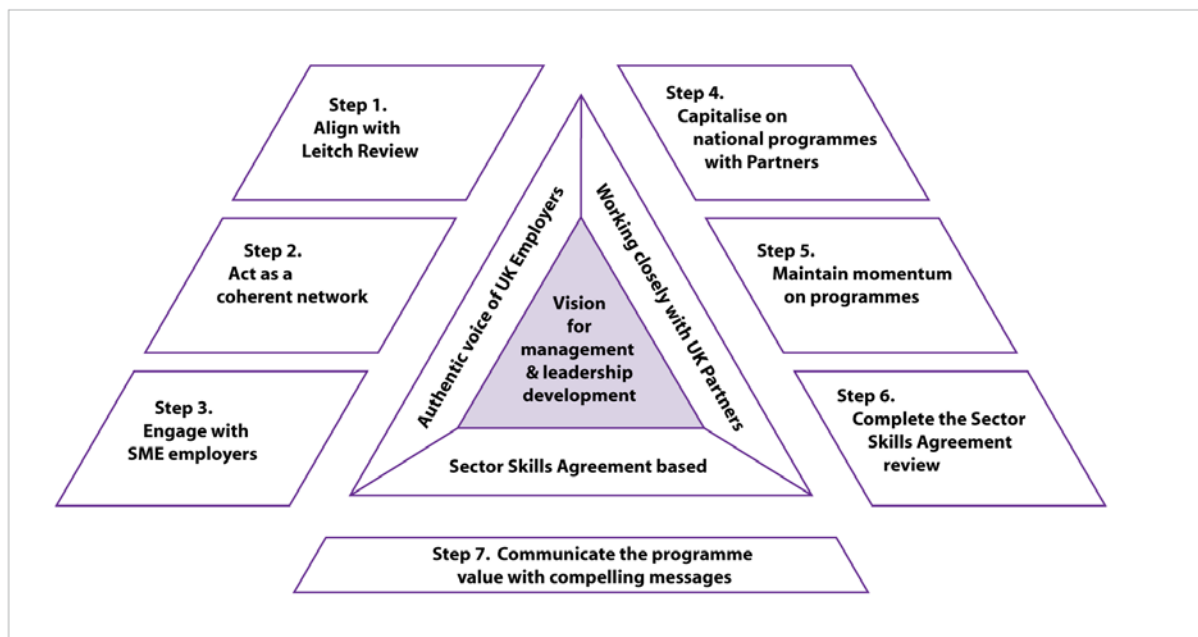


Welcome to a brief update on the *all-sector management and leadership programme* led for the network by SkillsActive. All links can be accessed in the online copy at <http://www.sfbn-mandl.org.uk/files/nl/0707.pdf>



Picture 1 – the programme strategy and action plan

## Aligning with Leitch

We're pleased that the Government response to the Leitch Report (<http://www.sfbn-mandl.org.uk/files/Leitch/LeitchResponse.pdf>) identifies a central role for SSCs in strengthening the employers' voice and creating a demand-led training system for England. We also note the strategic role of Train to Gain and Learner Accounts. We are working with colleagues in Wales, Scotland and NI to understand what if any of this they will capitalise on and how we can support them more effectively with their own plans – more on this later.

Steve Studd, CEO of SkillsActive is now a member of the L&M<sup>1</sup> Advisory Panel for ministers and we regularly attend the L&M Steering Group to ensure we're abreast of development and can promote the network's view.

## Network coherence – more than the sum of the parts

M&L Forum meetings will continue to be held quarterly (the next is on September 4<sup>th</sup> at SkillsActive in London). This gives SSC CEOs or their representatives a chance to guide the programme and capitalise on the various programmes underway.

Links to papers and notes of the meetings are posted on our home page at <http://www.sfbn-mandl.org.uk/>.

Moreover several parts of our 'Offer' are being led by other SSCs:

- Inspirational Leadership – Financial Services SC, Steve O'Keefe
- People Management – SEMTA, Bernard Capaldi
- First level manager – GoSkills, Paul Fleming

## SME employer engagement

SSCs are charged to be the voice of the employer; engaging with large employers who have substantial resources is relatively easy. Engaging with SMEs, particularly the very small companies that make up the 'long tail' of the footprint of some SSCs can be hugely difficult. There are two dimensions to the problem, very small

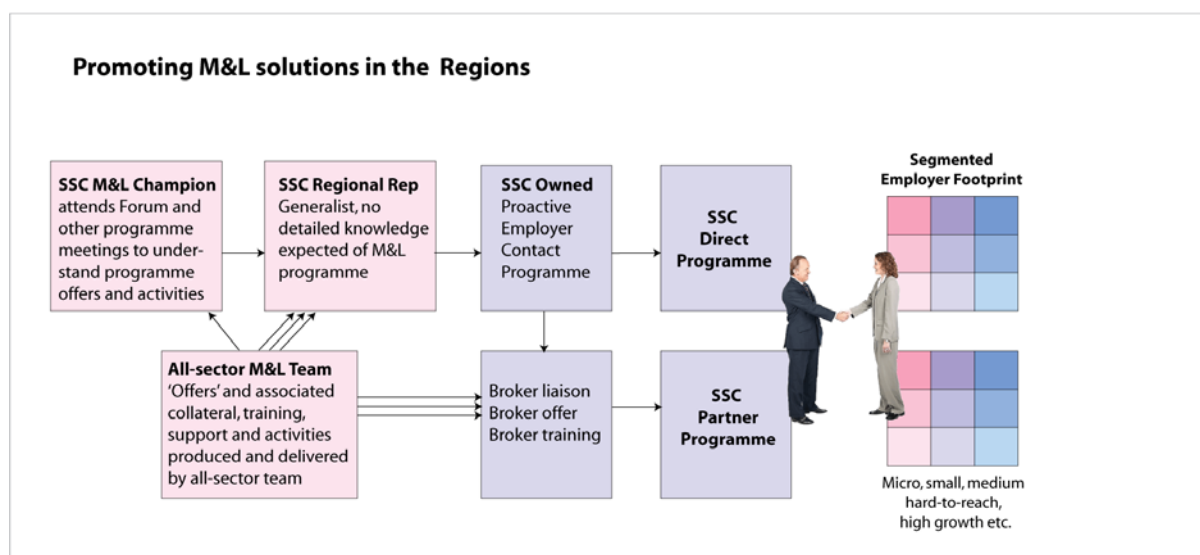
<sup>1</sup> We tend to use M&L as a shorthand for Management and Leadership, others reverse the order to L&M

companies don't have time or resources to engage with 'Government' nor are they motivated to do so. Second, there are very large numbers of them which can be labour intensive for an SSC.

The issue was highlighted for us when we asked SSCs to identify and recruit SME managers to some well funded M&L development programmes in early 2007. It was not a success.

Recently we have rethought the process for an ESF funded development programme in SEEDA. This time we separated out the identification from the recruitment phase. We asked the SSCs to **identify** the manager and then the local Broker organisation to **recruit**. This appears to have worked rather well with over 70 managers signed up to the programme<sup>2</sup>.

Some SSCs are reluctant to engage with Brokers due to past poor experiences, but our belief is that, as the Broker organisations improve in consistency and training, this is a route to market that we must exploit. We are currently working with the London Broker organisations to identify the best ways of building an effective process between SSCs and Brokers. Picture 2 below captures some of our thoughts. If you have had either good or bad experience that could illuminate this work and would like to contribute, please email David Black at [david.black@sfbn-mandl.org.uk](mailto:david.black@sfbn-mandl.org.uk).



Picture 2 – Engaging with small companies directly and indirectly.

## National programmes with partners

This year we're investing more of our resources in engaging with the English Regions and the Home Countries. David Black will extend his work promoting the Action Learning solution to build our understanding of and collaboration with the English Regions.

In Scotland we are delighted to be able to invest in a local manager, [Brian Keegan](#), who will work with our Scottish Colleagues to build a Scotland specific M&L programme. And in Wales and Northern Ireland we are continuing our liaison with Christopher Ward and Bill Manson to support their local initiatives wherever possible.

In Wales (<http://www.sfbn-mandl.org.uk/wales.htm>) the latest strategy document *Action for Growth - a strategy and action plan for management and leadership in Wales 2007 – 2010* has just been published.

In NI (<http://www.sfbn-mandl.org.uk/NI.html>) a new [strategy](#) was published in June.

<sup>2</sup> Janet Robbins, Regional Manager - Leadership & Management, Business Link writes:

"We have had our first 3 Action Learning sets started over this last 10 days . . . Chris, Hayley and the facilitators have done the most amazing job in qualifying and co-coordinating all the applications.

We have had 72 applications to process over a very short period and with the help of the regional Business Link Advisers and our own in-house and facilitator resource, we have qualified every one, with only 1 drop out to date. This is an incredible conversion rate. The quality of applicants has been of the highest and much of it down to David Black's work that stimulated a high demand from the various Sector Skills Councils."

## Sector Skills Agreements and Solutions

We're now moving from the research-into-employers'-needs phase to the delivery of key solutions. In M&L, our solutions 'offer' (see Picture 3 below) is firmly based on the issues raised consistently in the Sector Skills Agreements. Moreover these solutions address most of the key areas described by the Management and Leadership NOS. To see how click on [http://www.sfbn-mandl.org.uk/NOS\\_Coverage.html](http://www.sfbn-mandl.org.uk/NOS_Coverage.html).

**Action Learning**  
Solve both short and long term business issues using the collective wisdom of a supportive group

**Inspirational Leadership**  
Provides rich insights into what makes inspirational leaders tick and shows individuals how to improve their own performance

**Managing People**  
The number one issue raised by our SSA survey across all SSCs. Work is underway to identify and share best practice solutions

**First Level Manager**  
Another key issue from the SSA work. For this too, work is underway to identify and share best practice solutions

**NOS for M&L**  
World class standards that underly the other solutions and provide 100 ways to improve organisational and business performance

Picture 3 – The M&L Solutions 'Offer'

### ***Action Learning***

Continues to be one of the most popular solutions. Our twenty point model ([http://www.sfbn-mandl.org.uk/files/ALFL/ALFL\\_20points.pdf](http://www.sfbn-mandl.org.uk/files/ALFL/ALFL_20points.pdf)) is well received and becoming more widely used.

### ***Inspirational Leadership***

For the 2007/8 year the all-sector management and leadership programme has taken over the support and delivery of the DTI's Inspirational Leadership programme. We are delighted that, as before, it will be driven by Nigel Crouch ([nigelcrouch@f2s.com](mailto:nigelcrouch@f2s.com)). For more details of the programme click on <http://www.sfbn-mandl.org.uk/IL.htm>.

### ***Managing People and First Level Manager***

Are two new solutions that address some of the top needs identified in the Sector Skills Agreements. We're not looking for new solutions – we're looking for the best solutions colleagues have either developed for their own needs or bought in and had good experience of. The work is being led as follows:

- People Management – SEMTA, Bernard Capaldi ([bcapaldi@semta.org.uk](mailto:bcapaldi@semta.org.uk))

- First level manager – GoSkills, Paul Fleming ([paul.fleming@goskills.org](mailto:paul.fleming@goskills.org))

Both will provide a formal report on their work later in calendar 2007. The report will allow SSC staff to:

- quickly compare their own offerings with the best practice identified in the report and
- identify the most effective way of improving their own offer if they wish.

### ***National Occupational Standards for M&L***

The Management and Leadership Standards are proven benchmarks of the good practice essential for effective management and leadership. Thousands of employers and managers across all sectors and sizes of business were involved in their development to ensure that they are world class.

The Management Leadership Standards are continuously reviewed and updated to ensure they remain relevant in a fast-changing world.

### ***2020 Vision: Learning and Qualifications for Managers and Leaders***

The Management Standards Centre are working with partners across the UK to agree – and commit to working on – an ambitious strategy to develop managers and leaders to compete with the best in the world.

In January 2007, MSC published a vision for management and leadership learning and qualifications in the year 2020. This vision and the principles underpinning it have sparked an enthusiastic response, many stakeholders have offered creative suggestions and their commitment to work together to realise the vision. For more information click on [http://www.sfn-mandl.org.uk/files/Qual\\_strat/2020\\_Vision\\_UK\\_Management\\_Leadership.pdf](http://www.sfn-mandl.org.uk/files/Qual_strat/2020_Vision_UK_Management_Leadership.pdf)

## **A final word**

We are hugely encouraged by the flowering of interest we're now finding for M&L development across the Regions and Nations. There's still uncertainty and many of the processes in place are very much 'works in progress'; nevertheless we can now see ways of helping real managers with real business problems and do so across a broad spectrum of organisations. We're committed to continuing this vital work in partnership with all our partners and stakeholders.

Mike Hender ([mike@hender.net](mailto:mike@hender.net)), John Thorpe ([john.thorpe@skillsactive.com](mailto:john.thorpe@skillsactive.com)) and Sue Hook ([sue.hook@skillsactive.com](mailto:sue.hook@skillsactive.com)).