

Here's an end of year summary of the *all-sector management and leadership programme* led for the Skills for Business network by SkillsActive.

There's an online copy at <http://www.sfbn-mandl.org.uk/files/nl/0802.pdf>.

This time we're summarising the main impact of the programme and beginning to look to what's needed in 2008/9.

## About the Programme

The Programme was born out of the SSDA cross sector work and the research findings of the Sector Skills Agreements. These have uncovered an urgent need for improved L&M performance across most sectors.

It has been supported by the network CEOs and continues to get very positive feedback from UK-wide Government Departments, the Regions and other key stakeholders.

The research base<sup>1</sup> 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.

A key focus of the programme is to provide practical support for this vital topic for SSC staff as they work with their employers to address skills shortages.

We do this through:

- Supporting the Leitch recommendations on L&M development
- Providing evidence-based and hands-on guidance to SSC staff
- Delivering practical solutions
- Uncovering funding and resources and supporting bids for additional funding
- Promoting the National Occupational Standards for L&M.
- Moving forward the development of Sector Qualification Reform through the SQS.

All of which aims to be of immediate and practical help to SSC staff.

Since developing the strategy<sup>2</sup> the programme has had a significant impact in:

- Gaining high level visibility and influence<sup>3</sup> in L&M with Partners and Stakeholders by acting as a coherent network
- Gaining high level visibility and influence across the UK by punching above our weight in the Countries and English Regions<sup>4</sup>
- Taking advantage of the Leitch review to increase access to funding and resources<sup>5</sup>

<sup>1</sup> <http://www.sfbn-mandl.org.uk/evidence.htm>

<sup>2</sup> <http://www.sfbn-mandl.org.uk/files/strategy/RevisedStrategyNov07.pdf>

<sup>3</sup> Membership of the UK Ministerial L&M Advisory Panel and the UK L&M Steering Group

<sup>4</sup> [http://www.sfbn-mandl.org.uk/files/regions/Regional\\_dbase\\_latest.pdf](http://www.sfbn-mandl.org.uk/files/regions/Regional_dbase_latest.pdf) for a complete review

<sup>5</sup> For example, we are in active discussion with LSC on deploying the £30M Train to Gain L&M programme

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- Holding regular L&M Forums where SSCs may exchange ideas, discover best practice and save resources by not re-inventing wheels
- Delivering practical L&M solutions for employers that are rooted in employer needs<sup>6</sup>

All of these supported by a popular web resource aimed at SSC staff and partners which receives over 500 individual visitors per week<sup>7</sup>

## What's been delivered

### *Political influence*

The all-sector programme team has been closely involved with *UK Leadership and Management Steering Group* for several years and has gained a reputation for commitment, consistency and delivery.

We made a significant contribution to the setting up and staffing of the *UK L&M Ministerial Advisory Panel* chaired by Ian Smith. This in turn has led to our employers' needs and wants being recognised and addressed in the L&M sections of the Leitch report.

### *Funding*

The surest way of making a real improvement in UK employers' L&M capability is by leveraging the considerable resources of our partners and stakeholders. Our Nations and Regions programme has ensured that the network is highly visible to potential funders and we are becoming an active partner in several funded programmes including:

- SME programmes in the South East and Yorkshire
- Action Learning sessions in NI
- The development of future joint L&M plans in the North West, East Midlands and South West.

All told, we are aware of over £30M becoming available for L&M programmes that we can capitalise on for the benefit of our employers.

### *Rooted in Sector Skills Agreements*

As the programme moved from the SSDA to the network (led by SkillsActive) we decided to base all future L&M work on addressing the employer needs identified in the SSAs. A detailed analysis of SSAs was undertaken in early 2007 and revisited several times during the year to ensure the analysis is up to date and accurate.

**The SSAs have uncovered an urgent need for improved L&M performance across most sectors.** This has given us a rock solid foundation both to develop new solutions and influence partners and stakeholders.

### *Delivery of solutions to employers*

The SSA work confirmed the relevance of current solutions and pointed to additional ones.

### *Inspirational Leadership*

Is based on practical research that is encapsulated in the unique **Inspirational Leadership Insight Tool**. This can be accessed on-line and has now been tried out by over 10,000 users, including a number of the CEOs of the *Sunday Times 100 Best Companies to Work For*. Excellent feedback has been obtained.

- A number of successful external Awareness Building Events have taken place and the Sfbn is now running its first in-depth, three-day Inspirational Leadership Workshop Programme. This will train Quality Providers working with the SSCs in the usage of the Inspirational Leadership Insight Tool. Delegate feedback has been excellent.

<sup>6</sup> As identified in Sector Skills Agreements and based on the National Occupational Standards

<sup>7</sup> [www.sfbn-mandl.org.uk](http://www.sfbn-mandl.org.uk)

- A concentrated one-day Inspirational Leadership Workshop has been developed for L&M Champions within the SSCs to enable them to drive the Inspirational Leadership Programme forward effectively across their sectors. Attendee feedback on the first held in November was extremely positive. Building on the back of this success, SSDA are now funding a Repeat Workshop in March.
- The Department of Business Enterprise and Regulatory Reform, who initiated the Inspirational Leadership Programme and continue to be very supportive, have formally handed over day-to-day control of the Inspirational Leadership Website to the Skills for Business network to provide more impetus for the on-going Programme.

## Action Learning

Is an extensively used process that helps managers and leaders solve both short and long term business issues using the collective wisdom of a supportive group.

Managers of small firms are particularly receptive to learning from peers who share similar problems and experience.

The process piloted by our team and exemplified in the Good Practice Guide<sup>8</sup> is becoming widely accepted and deployed by SSCs and Partners.

Programmes have now been run which have reached and helped hundreds of managers<sup>9</sup>.

These include:

- SEEDA using ESP Funding
- Skills for Justice programmes in Wales and Scotland
- Construction Skills in Scotland
- Northern Leadership Academy in Yorkshire with Skillsmart Retail and People 1<sup>st</sup>.

## New Solutions

Based on the output of the Sector Skills Agreements, two new priority areas were chosen: *Managing People* and *First Level Manager*. We looked for solutions already known to SSCs but also 'market leading' solutions from external suppliers. (Our policy is to find best-of-breed and not invent new solutions of our own.)

We've developed tools that will be immediately useful to colleagues in identifying who should be trained, how to diagnose the need and where to start looking for solutions including our two new ones<sup>10</sup>.

### [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.

### [L&M Diagnostics](#)

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

### [L&M Development Resources](#)

This helps SSC staff find appropriate L&M development suppliers and reference materials.

### [Good Practice Guide](#)

This helps managers discover people's development needs, identify the desired business benefit, choose the right candidates, define criteria for success and measure the operational results.

### [Job Competence Model](#)

A Functional Analysis of company activities is used to develop National Occupational Standards. This analysis focuses on breaking company functions

<sup>8</sup> [http://www.sfbn-mandl.org.uk/files/ALfl/ALFL\\_20points.pdf](http://www.sfbn-mandl.org.uk/files/ALfl/ALFL_20points.pdf)

<sup>9</sup> <http://www.sfbn-mandl.org.uk/leadermodel.htm>

<sup>10</sup> <http://www.sfbn-mandl.org.uk/Solutions.html>

down into the smallest 'sensible' unit or element of activity.

#### [Example Measures of Success](#)

This document provides example indicators for those managers seeking to make a business case for employee development through training programmes.

## National Occupational Standards for L&M

The Standards are well known and supported by the SSCs. The new Management Standards Centre (MSC) website was launched in July 2007 and has greatly improved functionality for users of the standards.<sup>11</sup> To date units from the L&M NOS have been reviewed by the MSC and successfully imported on over **500** occasions by SSCs/SSBs (**66** in 2005/06 and **482** in 2006/07). During 2007 an incremental change programme was completed that has updated the Standards with nine new units. We have also delivered in partnership with the MSC:

- Business Friendly Brochure – making Standards more meaningful and relevant to the average manager.
- Standards Tool Kit – suggested uses, mapping old to new, Standards champions, key messages, qualifications, case studies and more.
- 100 Uses for the Standards – a wide range of potential uses.
- Top 10 Management Delivery Priorities – translating the Standards into real business issues.
- 2020 Vision for L&M Learning and Qualifications – “Managers and leaders seize relevant and attractive opportunities to develop their knowledge, skills and performance to national and international standards and have their achievements recognised through qualifications of real value”.<sup>12</sup>

In addition, the MSC has consulted extensively during 2007/08 as part of numerous projects. For example, a major survey of 2,229 employers was undertaken to examine the value of a number of particular types of management qualifications across a range of dimensions.

The survey found that a clear majority of employers agreed that productivity gains, staff attraction rates and professional reputation are improved by all types of management qualifications, with the MBA and Diploma scoring particularly highly. Eighty-one per cent disagreed that offering qualifications causes high turnover among qualified staff.

According to Dr Kion Ahadi (Head of MSC): “*The report is groundbreaking in its scope; it provides vital evidence of the broad value placed on management qualifications, not simply in terms of earning potential – as other reports tend to do, but in terms of the overall value to individuals and organisations across a whole range of measures*”.

## Countries and Regions

18 months ago (with a few notable exceptions) it was difficult to find anyone in the English Regions who was seriously interested in partnering with SSCs on L&M development programmes. There has been a significant shift since then. Now virtually every one of the nine regions has an L&M plan or is building one; and these plans have SSC involvement built in.

Our team has made a significant contribution in helping these regional initiatives crystallise by accelerating SSC contribution and pointing to solutions that can be rolled out quickly. A comprehensive database of programmes and players, strategies and goals has been compiled and regularly updated<sup>13</sup>.

Wales and NI already had L&M programmes and we have continued to contribute to them. Scotland is more problematical but even here we now have the beginnings of a plan<sup>14</sup>. We continue to work with local SSC Fora in each Country to promote the L&M offer.

<sup>11</sup> <http://www.management-standards.org/>

<sup>12</sup> [http://www.management-standards.org/content\\_1.aspx?id=10:2046&id=10:2003](http://www.management-standards.org/content_1.aspx?id=10:2046&id=10:2003)

<sup>13</sup> [http://www.sfbn-mandl.org.uk/files/regions/Regional\\_dbase\\_latest.pdf](http://www.sfbn-mandl.org.uk/files/regions/Regional_dbase_latest.pdf)

<sup>14</sup> <http://www.sfbn-mandl.org.uk/nations.htm>

## The future – 2008/9 and beyond

Over the last 18 months we have built a solid foundation and accomplished much as this report makes clear. There is still much to do and many challenges ahead if the UK is to fully capitalise on the increased success and productivity that well developed business leaders and managers can contribute. Our forward plan recognises this.

Over the next year and beyond we recommend:

1. Closer engagement with the unified Broker organisations to improve their focus on L&M and the Brokers' capability and credibility.
2. Close working with LSC and Train to Gain programme to help guide their deployment of the new £30M L&M programme for 2008/9/10/11.
3. Engagement with HEFCE in their renewed involvement with employer led L&M development and qualifications.
4. Regions and Countries: our role will be crucial following the radical slimming of the SSDA regional presence. We will provide L&M support for the SSC regional alliances and task and finish groups.
5. Solutions: we will continue to promote and support SSA and NOS based solutions.
6. Inspirational Leadership Programme – see side bar
7. Standards – the MSC will enhance the impact of the standards and promote greater usage. Work in progress includes:
  - a. Best practice guides showing how the standards can be used to help with key issues, such as Performance Management; Organisational Development; Recruitment and Selection; Business Planning, and Succession Planning.
  - b. Case studies outlining the benefits organisations have gained from using the standards. E.G. a study of an organisation that uses the L&M NOS internally as part of its management development and how this has helped it achieve IIP recognition.
  - c. The MSC is undertaking mapping exercises to show the linkages between the L&M NOS and other NOS. This includes the IIP organisational standard, the Institute of Business Consulting Management Consultancy competency framework, the SFEDI business support standards and the IIP competency standards for practitioners.

The MSC has continued to work with stakeholders to implement the Management and Leadership Learning and Qualifications Strategy. They are developing guidance documents and promotional leaflets to raise awareness, as well as contributing to the pilot to develop the new approval process for vocational qualifications.

### Inspirational Leadership Programme

A series of Awareness Building Events with the SSC's and their Partners that will engage Employers in the core messages and provide them with immediate opportunities to enhance their leadership skills.

Development of employer H/R staff together with independent leadership coaches in the detailed, practical application of the Inspirational Leadership Tool. Importantly, this will also provide a great opportunity to open the door with Employers to other SSC solutions.

Further internal development of leadership skills within the SSCs building on the successful one-day Inspirational Leadership Workshop format.

Strong linkages to Government, including BERR, Business Link and HSE, plus the external Partners on the Inspirational Leadership Programme including the Chartered Management Institute, CIPD, the Institute of Directors, Investors in People (UK), EEF, the Academy for Chief Executives and the Northern Leadership Academy.


### Standards

The MSC is currently part way through another Incremental Review of the L&M NOS building on recommendations from the previous project; they are consulting on the need for the following units:

- D13. Support individuals to improve their performance;
- D14. Implement disciplinary procedure;
- D15. Implement grievance procedure;
- D16. Make individuals redundant;
- D17. Work with other organisations to achieve common or complementary objectives;
- E12. Invite tenders to supply products/services to specifications;
- E13. Procure supplies;
- E14. Outsource business processes;
- F4. Develop and implement marketing plans for your area of responsibility;
- F13. Assure quality;
- F14. Carry out quality audits;
- F15. Manage products/services in your area of responsibility;
- F16. Manage the delivery of customer service in your area of responsibility.

## Web support for programme

Click on: [www.sfbn-mandl.org.uk](http://www.sfbn-mandl.org.uk)




**All Sector  
Management and Leadership  
Skills Development**

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**Welcome**

To our all-sector Management and Leadership (M&L) programme for 2007/8 and beyond. Our site is full of working documents that reflect our thinking on a day by day basis. They're created and maintained by our network of SSC members. The material is aimed at SSC's and Partner's staff who are interested in M&L development. If you would like to contribute to this work or confirm the latest, definitive position on any subject, please do contact us.

In mid 2006 the SSDA devolved responsibility for driving M&L skills development to a 'Lead SSC' - [SkillsActive](#). For more background, please read the [Frequently Asked Questions](#) section to learn about this role and its aims and goals.



[Steve Studd](#)



[John Thorpe](#)

**Recent work**

- News and recent posts
- Latest Newsletters
- Employer Engagement Report
- English Regions Database
- Northern Ireland, Scotland, Wales
- New Solutions Work

**SkillsActive version:**  
[www.skillsactive.com/training/management-and-leadership](http://www.skillsactive.com/training/management-and-leadership)

**Our Approach to Solutions**

- Overview
- Key Documents
- Guide to Sourcing Solutions
- Development Suppliers
- Diagnostic Tools

**The Solutions we're focused on**

- Action Learning
- Inspirational Leadership
- Managing People
- First Level Manager
- NOS for M&L
- ManagementDirect
- Data Sheets


Click [here](#) to see how these solutions address the areas covered by the Management and Leadership National Occupational Standards

**Quarterly Forum meetings**

<b>Future meetings:</b> Dates, locations, agendas, papers.	<b>Past meetings:</b> Notes, actions, papers.
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## Who's who

Click on: <http://www.sfbn-mandl.org.uk/contacts1.htm>












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**SSC-based M&L Champions**  
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