



TOP TIPS

THINGS THAT COMMONLY GO WRONG

- Political leadership and managerial leadership are not aligned –evidenced by poor working relationships and communication.
- A lack of vision from either or both political and managerial leadership – councillors and officers unclear what the organisation’s aims and objectives are.
- Leadership rests at the top of the organisation and is not devolved or distributed throughout the rest of the organisation.
- There is little or no succession planning – no strategic assessment of the leadership capacity within the organisation, no talent spotting or strategies for recruiting future leaders.
- Leaders are not committed to diversity – leaders recruit other leaders in their own image and women, people from minority ethnic backgrounds, those with disabilities, and those with other backgrounds are underrepresented in leadership positions.
- Leaders set the wrong tone in the organisation and do not live out good leadership principles in practice.
- Leaders don’t work well in partnership and can be affected by a lack of confidence from other partners, lack of ownership of plans and poor knowledge of how to develop effective working relationships with partners.
- Little investment in training and support programmes for officers to provide the workforce with skills in key leadership, management and technical skills needed to deliver public service improvement.