

## TOP TIPS

### HOW TO SET ABOUT IMPROVING LEADERSHIP

- **Link organisational development goals and leadership development strategies** – address issues of succession planning and attracting, recruiting and developing top quality applicants for senior managerial positions, including those from non-local authority backgrounds.
- **Recognise that once selected or appointed, leaders, whether political or managerial, still need development opportunities to improve and maintain effectiveness in their role** - leadership development should be the norm for politicians and managers. Examples include regular internal 360-degree assessments, internal or external programmes, mentoring or action learning groups.
- **Undertake regular overall self-assessment of leadership capabilities using diagnostic tools** - more systematic reviews will identify strengths and areas for improvement.
- **Ensure leading teams have tailored development programmes** – there is evidence that training, development and facilitation can improve team leadership.
- **Encourage use of nationally agreed framework of leadership capacities, as part of selection processes for both political and managerial leadership** - the explicit use of leadership criteria can help to refine the routes to effective leadership.
- **Support people from a range of under represented groups and backgrounds to become senior managers** – organisations need to be drawing on all the talent in their employ and from their communities, by offering leadership development opportunities to as wide an audience as possible. This reflects the growing recognition of the benefits of a diverse and integrated workforce.
- **Share good practice and resources for leadership development** - many organisations already have activities which would be of value to others, and organisations are encouraged share this in cross-council and partnership working. This includes examples such as peer support, providing mentoring, seconding leaders, opening up leadership development programmes to neighbouring organisations and shadowing arrangements.
- **All leaders and leadership teams (political, managerial and combined) to own and take responsibility for their leadership development and learning** - much of leadership is 'learning-as-you-go' and as such will be a continuing development process both on and off-the-job. All leaders must be encouraged to recognise that learning never stops and continuing development has to become the norm.
- **Encourage all those in leadership positions to engage with coaching, mentoring and action learning and, where appropriate, leadership programmes** - there is considerable evidence that the opportunity to acquire fresh ideas, stand back, and to network with fellow leaders is time well spent.