

Leadership and Management Development

• Leadership and Management

We are pleased to introduce a new Leadership and Management development offering here at the London Borough of Tower Hamlets.

This offering aims to support managers and leaders to navigate the challenge of working in local government by having a dedicated offering of support to equip them now and for the future.

Following a period of extensive research and data gathering, 8 attributes were developed as focal points for all managers and leaders.

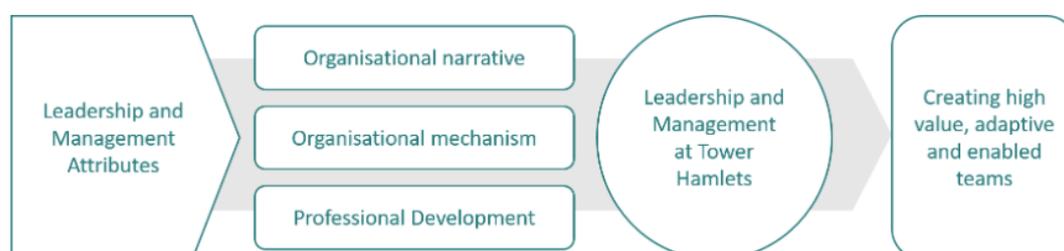
CLT have determined that an initial focus should be on the following 3 attributes:

- Agile
- Collaborative
- Accountable

Development for the attributes will be focused on two key areas and will adapt over time (some areas may have little development available at the moment):

- The attribute itself
- Specific tiers of development; Aspiring Manager, Core Manager, Developing Manager, Aspiring Leader, Leader. More detail on these tiers is shown below.

The aim is to drive these attributes through LBTH via three key ways, through the Organisational Narrative, Organisation Mechanisms and Professional Development:



Organisational narrative - Through our communications, through Managers briefings, Corporate events, THnow, Yammer, 1-2-1s and our team meetings.

Organisational mechanisms - Through our MARs, Meetings, allocation of work, 1-2-1s, recruitment and 360s.

Professional Development - Learning activities related to developing the attributes.

• Attributes

A set of **8 attributes** have been identified by LBTH to enable and they enable us to be ready as an organisation for changing needs of stakeholders in the face of continuous change and complexity, encourage the use of consistent language, consistent approach, consistent expectations across Tower Hamlets and guide principles for professional development.

By developing managers and leaders in line with these 8 attributes we expect the following:

- Teams that are enabled by great leadership
 - Teams that are adaptive in times of change
 - Teams that work together to deliver on our strategic outcomes and priorities
 - Creating high value for our stakeholders
 - Embedment of the TOWER values
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The leadership and management development attributes are:

Strategic and Visionary

I consider the wider environment, both current and future, and the political landscape we operate within. I make sense of complexity and uncertainty and use compelling narrative to build shared purpose.

Agile

I role-model and enable ways of working (processes and practices) which are flexible, outcomes focused, and meet stakeholder needs; whilst reflecting the capacity, capabilities and preferences of the team. I am digitally proficient and look for better ways to improve delivering our services.

Collaborative

I build trust and partnership working within and across teams through recognising the diversity of others and utilising their expertise. I encourage effective working relationships and build networks internally and externally.

Accountable

I lead by example, fostering an environment where expectations and outcomes are clearly understood, and provide active feedback where accountability is the norm alongside positively managing performance.

Innovative and Courageous (currently in development)

I encourage opportunities for new ideas and contribute to a culture of continuous improvement. I enable/support others to take managed risks and share ideas in a safe environment. I value authenticity and have the courage to be vulnerable. I challenge people and processes directly and with honesty by inviting ideas and implementing those that enable improvement.

Compassionate, Supportive and Reflective

I am self-aware, manage relationships with compassion, show empathy and enabling others to see mistakes as learning opportunities. I am reflective and encourage others to be so.

Change Agent

I embrace change as opportunity and create a compelling vision for change of all kinds. I am resilient in an ever-changing environment; I share drivers for change and support my team to continually adapt.

Financially Disciplined and Commercially Minded (currently in development)

I leverage resources to achieve maximum effectiveness of my service and spot commercial opportunities. I demand value for money, adhering to procurement guidelines at all times, to deliver the best outcomes for the community.

• Diversity and Inclusion / TOWER values

Diversity and inclusion runs through every strand of work that we do, for this reason there is not one sole attribute related to diversity and inclusion but it is evident in every attribute. See page below for examples of how diversity and inclusion is embedded for each attribute and the TOWER values each attribute supports.

- [Attributes: Diversity and InclusionPage](#)

• Development Tiers

Leadership and management roles and responsibilities span the full breadth of the organisation and as such development is categorised into tiers to reflect the level of skillset and knowledge required. This will take various forms including face to face sessions, action learning sets, coaching, mentoring, professional qualifications and team profiling.



Aspiring
Manager



Core
Manager



Developing
Manager



Aspiring
Leader



Senior
Leader

Tier 1: Aspiring Manager

This tier aims to develop future managers with the view of internal progression and succession planning. Development at this level is offered via the Aspiring Managers Programme, a formal programme delivered over the course of a year. As part of a cohort delegates learn management skills and apply this to project work with a view to creating a portfolio of evidence to prepare them to step up onto a management role.

Tier 2: Core Manager

Development at this tier is about providing all managers, no matter their level with the essential knowledge and skills they require to navigate systems and processes. Development will be in areas such as Recruitment and Selection training, Budget Management, how to hold a quality conversation for My Annual Review (MAR), HR procedures such as attendance management, disciplinary and grievance etc.

Tier 3: Developing Manager

Designed for people with day to day management responsibility looking to enhance their management skills, act a great management role models and motivate their team to innovate and challenge for improvements and excel in service outcomes. Development at this tier is self-directed from a catalogue of offering to match the individual requirements and will flex to meet the needs of the organisation.

Tier 4: Aspiring Leader

Designed for senior managers to develop their managers to deliver on effective service outcomes and act a good role models provide assurance and guidance in their approach. The London Leadership programme is currently offered by the LGA or individuals who are Heads of Service or above can undertake the Level 7 Senior Leaders apprenticeship.

Tier 5: Senior Leader

Designed for senior leaders to create a culture of trust and confidence in their decision making and to continuously adapt to new ways of working with effective leadership styles.

• Key definitions

Framework - An underlying structure which allows a focused offering of courses, activities and programmes to be developed. At LBTH we have developed a leadership and management framework consisting of 8 attributes and 5 tiers of development.

Programme - Development which lasts for a set period of time with a clear start and end date where everyone undertakes same learning, which may or may not be accredited.

Tier - A level or layer at which development is offered.

Professional Qualification - A vocational training course related to a specific industry or career path, they are regulated and awarded by relevant professional bodies, for example leadership and management qualifications - CMI or ILM

Coaching - A form of development where an experienced person (coach) helps an individual to achieve their personal best and to produce the results they want in their personal and professional lives.

Mentoring - A relationship between two people with the goal of professional and personal development. The "mentor" is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person, or "mentee".

Action Learning Set - Structured sessions which enable small groups to address challenging and complex issues, by meeting on a regular basis and working together to explore and resolve the issue.

Resource - A stock or supply of articles, tools, readings, and other assets that can be drawn on by a person or organisation in order to develop their learning needs.
