

Handouts

Investors in People Scotland Knowledge Network Event

Leadership & Management – Summer 2010

Theme	Topic	SCORE					Comments
		1	2	3	4	5	
1	We have defined the core leadership and management CAPABILITIES which are unique to us and shape how we operate and how we lead/manage our people						
2	We manage performance of our leaders/managers against these core capabilities						
3	We give development support as appropriate to ensure that these core capabilities are embedded throughout our organisation						
4	We have created an open and trusting culture where our people feel confident to challenge the status quo in order to improve						
5	Every one is encouraged to develop leadership qualities so that our people are empowered to make improvements within their own areas of responsibility						
6	We have created an operating culture where coaching takes place routinely and constructive feedback is used freely and is valued						
7	<p>Our leaders are inspirational</p> <p><i>“Inspirational leadership can increase people’s motivation and commitment to the organisation. Inspiring leaders aim to create an environment of mutual trust in which people can be motivated to do their best. They tend to:</i></p> <ul style="list-style-type: none"> • <i>Have a sense of purpose</i> • <i>Inspire others to achieve their potential</i> • <i>Be honest and trustworthy</i> • <i>Have passion</i> • <i>Encourage others to share their vision and follow their led willingly.</i> 						

Scoring template:

- Score 5: We have developed good practice here and we can share this with others
 Score 2,3,4: Good practice is developing
 Score 1: We have not developed effective practice in this area

CAPABILITY MATRIX INTEGRATING VALUES AND SKILLS

RESPONSIBILITY	Problem Analysis	Creative Thinking	Judgement	Drive	Resilience	Empathy	Organisation	Implementation
Business Head	Creates compelling vision of long-term future	Creates new paradigms which change view on entire situation	Creates detailed plan for implementing vision and resolving threats	Gives inspiring leadership for long term future	Copes rationally with any kind and amount of pressure	Turns even most difficult “people” situations into opportunities to win people over.	Produces visionary plans to achieve radical objectives	Shows inspired leadership to implement radical change
Division Head	Identifies relationship between situation and broader environment	Challenges assumptions, sees novel view on situations	Creates integrated set of long term priorities, with strategic connections	Anticipates, directs long term results well outside personal control.	Copes with constant and conflicting pressures.	Manages long term political and personal sensitivities.	Plans strategy to achieve long term objectives	Attains complex, strategic objectives in medium term
Department Head	Analyses medium term implications, trends and threats	Uses imagination to explore contingences, see event patterns	Integrates patterns and trends into plan for whole situation	Acts to control and anticipate events within sphere of influence	Copes with pressures from many directions often unexpected	Shows sensitivity to all persons involved in wider situations, even difficult people	Plans tactics to achieve medium term objectives	Attains tactical objectives in medium term
Section Head	Explores situations and their effects	Uses imagination to see assumptions and alternative views	Makes decisions on medium term priorities using situational factors	Acts to manage developing situation	Copes with pressures from several directions some unexpected	Shows sensitivity to impact on people less directly involved	Plans to structure work of small groups and section	Attains set results in medium term
Professional	Identifies situation components	Sees short terms options	Makes decisions about short term priorities and tasks	Acts to contain situation	Copes with pressure from expected directions	Deals with impact on everyone immediately involved	Plans to achieve operational tasks	Attains short term operational tasks
Line employee	Understands a problem as given	Sees options	Grasps need for action	Tackles immediate obvious tasks	Reacts without panic to immediate pressure for action	Recognises obvious “people” aspects of situation	Basic capability to organise self	Attains straightforward goals

Source: Potentia International

COLLABORATIVE LEADERSHIP EXERCISE

Agreeing a joint vision and supporting tasks

As a group of eminent business/organisation leaders you have been asked to work with the BBC to commission a film for their business unit on team work. One area you have been asked to look at in detail is getting rid of blame cultures in organisations and teams.

The start of the film has already been shot. In essence it looks at a dysfunctional team. There is no cohesion, the manager is trying her best but she is not being supported by the team. There is constant bickering and back stabbing going on and morale is very low.

Performance has been allowed to degenerate over the years. There has been little in the way of development activity. The director that the manager reports to is dictatorial and abrupt. His only contact with the manager is to criticise.

Using vision and work breakdown structure draw up the key elements in terms of how you feel you need to turn this situation around. Turn this into a storyboard and prepare to tell the story of your ideas to the BBC producer and her team.

