DEVELOPING GREAT LEADERS

Developing Great Leaders

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Background to the Leadership Bid

- Challenges
  - Increased regulatory and compliance standards amplify the pressure to perform highly with fewer resources
  - The impact of the economic slowdown includes reduced profits, reduced attrition, the need for innovative teams
  - The need to address skills gaps
  - Requirement to adopt technological changes in a highly changeable working environment

- The aim of our Great Leaders Programme
  - To develop our leaders so they have the necessary skills to be successful in new circumstances -
    - *Directors and Aspiring Directors / Senior Leaders*
    - *Middle Managers (Operational & Departmental Heads, Improvement Specialists)*
    - *Team Leaders & Front Line Supervisors*
  - To become great authentic leaders who have a shared vision and direction
  - To create inspirational leaders for the next generation

Our Leadership Development Objectives

- Build a resilient corporate team that embraces the successful traditions of our company whilst demonstrating our values
- Give managers the skills and confidence to encounter new situations beyond their comfort zone and encourage them to successfully challenge the status quo
- Develop / nurture an agile and collaborative leadership style
- Take our people and transform them into leaders
- Improve the skills and competence of our managers to recognised professional standards and education levels to ensure a diverse, inclusive, and professional workforce

Developing Great Leaders – Our Vision

- Offer **inhouse psychometric tools** to help identify individual development needs and improve recruitment/promotion (Strengthscope and OPQ).
- Pull together all leadership development activities into a branded **'Great Leaders' offer** (brochure) which enables people with their line manager to **choose** what they need.
- Encourage people to value investment and **take ownership** for their development by asking for applications/nominations from talent reviews for sponsored qualification programmes.
- Offer a blended approach of courses, qualifications, workshops, e-Learning, coaching, sharing expertise and taking part in strategic projects to ensure **learning is continuous** and embedded.
- Establish **leadership development objectives** for each person as part of their appraisal.
- Develop a clear and simple behaviour **framework** which can support development discussions, appraisal, rewarding the right behaviours and selecting the right people for leadership roles.

The Offer

Directors / Aspiring Directors	Middle Leaders	Step Up to Leadership
Self-Awareness • Strengthscope 360 / Leader • Institute of Directors (IOD) Competency Framework • Identify leadership development objective/s **Coaching & Mentoring Skills** • Programme **Strategic Projects – Cross Team Working** • e.g., leadership behaviour framework **IOD Professional Membership** • Individual Applications - Facilitate, co-facilitate and attend 'Great Leaders' programme - Provide coaching or mentoring to middle leaders. - Aspiring directors – nominated by Director through Talent Review **Senior Leader (Degree)** - Level 7 Apprenticeship	**Self-Awareness** - Strengthscope 360 / Leader - Professional body competency review (e.g., ICE, RICS, CIMA) - Identify leadership development objective/s **Great Leaders Programme** Blended learning approach of courses, qualifications, coffee sessions, e-Learning - Masterclasses - Insights - Expressos - Manager – L5 Operations or Departmental Management Apprenticeship (Highways England or equivalent) **Optional: coaching or mentoring** from senior leader **Managers Toolkit** Apply for **sponsorship for professional qualification.** - CIHT - CIMA - ICE - RICS	Identified by manager in talent review. Strengthscope self-assessment **Step Up leadership Programme.** • Foreman/Supervisor - L3 Team Leader or Supervisor Apprenticeship **Coaching by manager** Apply for **sponsorship for professional qualification.**

Great Leaders Leadership Pathways

- Qualifications
- Levels of study
- Roles

Directors / Senior Leaders	Chairman	Senior Leader – Level 7
	Managing Director	
	Board Directors	
	Divisional Directors	
	Head of Department	
	Senior Contracts Manager	
Middle Leaders	Business Partner	Operations Departmental Manager – Level 5
	Commercial Manager	
	Contract Manager	
	Divisional / Operational Manager	
	Manager	
	Project / Site Manager	
	Unit Managers	
Step up to Leadership	Assistant Manager	Team Leader Supervisor – Level 3
	Foreman	
	Office Manager	
	Supervisor	
	Team Leader	

What is Strengthscope?

A Strengthscope assessment can help a person to identify who they are when at their best, the qualities and strengths that make them different and how they can utilise these qualities in order to drive up their confidence, engagement with work, productivity and build better relationships with colleagues.

What's involved?

Your HRBP will organise for someone to facilitate the process, give you feedback and coaching on your strengths and opportunities to improve. You can also ask to include 360 degree feedback (i.e. assessment by your staff, colleagues and line manager) if you would find this useful.

Strengthscope

StrengthscopeLeader™

Contents

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2. Your 'Significant 7' strengths
3. Your strengths profile
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6. Potential energy drainers
7. Actions to reduce energy drainers
8. Leadership habits
   - Overall snapshot
   - Leadership habit averages
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   - Detailed breakdown across all habits
9. Leadership outcomes
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13. Rater details
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Success measures

- Improving the **Employee Engagement Survey** results from 65% overall EE score to >75%.
- Aiming to have **10% of people in the high potential box for Succession planning**.
- Evidence of **self-development and achievement of qualification** (key for promotability) – agreed % movement of 2 levels. EE survey results for Leadership 50% to >75%.
- **Improved communication and collaboration at all levels** – Townhalls, team meetings, coffee catch ups (EE survey for Collaboration and Communication from 40% to 65%).
- **Improved feedback and recognition** for staff (EE survey 39% to 65%).
- Values/ behaviour **framework** embedded in processes and used.

Support

Assessment Tools:

- Practitioners trained in Strengthscope (used for Development programmes) & OPQ (used for recruitment & promotion)
- HRBP & Recruitment team

Executive Team/Directors:

- Useful content
- Branding and communications
- Identify and sponsor strategic cross team projects
- Review applications and agree nominations for Institute of Directors
- Coaching and Mentoring of others (training)
- Facilitate / co-facilitate / sponsor on Great Leaders development programme
- Setting leadership development objectives
- Support the development of a behaviour framework