



Leadership and Talent Management

Leadership Academy for Local Government

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Leadership

Developing a Leadership Academy

The Goal for a Leadership Pillar



GOAL

“To have Local Government led by Courageous, Innovative, Ambitious and Proactive Leaders at all levels who Inspire others to maximise their Potential in a strong and dynamic Local Government Sector”

Outputs from Working Group



- **Definition** of Leadership
- High level **Leadership framework**
- Proposed **leadership strategy** for Local Government that can be used flexibly to contextualise leadership development with their Corporate plans
- Proposed **core leadership and management skills** (based on the Competency Framework for Local Government) linked to this strategy
- **Principles** for Leadership Development
- Proposals for a **leadership assessment & development process** to support the implementation of the leadership strategy.

Principles for Use of Framework



- A unified but flexible framework that is applicable in current Councils and in the 11 new Councils
- Shared learning and projects that can be applicable across Councils
- Assessment and accreditation process that confers eligibility for roles across Councils and is accredited locally
- Development of Leadership at all levels is central concept
- Self awareness is crucial for leaders at all levels
- Coaching and Mentoring by people in local government

Leadership Culture



Culture is “the way we do things”

Establishing common standards for leaders in the following practices will start to create the culture and these will include

- Performance Management
- Change Management
- Business Improvement
- Commercial decision making
- Collaboration and Partnership
- Flexibility and Resilience

Leadership Capabilities



CONTEXT

COMPETENCE

AWARENESS

PERSONALITY

**DRIVES AND
EMOTIONS**

Leadership Capability



CONTEXT – Awareness / Understanding of Organisation environment, strategy, stakeholders, constraints, policies, procedures, politics, people. Levels of responsibility and accountabilities.

COMPETENCIES – The Core Leadership Behaviours / Skills required to be effective in the context.

PERSONALITY – Traits impacting on how a person communicates with other people and builds relationships and traits impacting on how a person approaches tasks and projects.

DRIVERS AND EMOTIONS – Traits that impact on a persons levels of relaxation, resilience, flexibility, action and achievement orientation

Key Themes/Principles on Developing Leaders from Leadership Research Project



Theme 1

Effective Leaders know who they are. Leadership is not just what you do, it is who you are. Developing self awareness is therefore a critical success factor

Theme 2

Leadership Practices / habits are key for effective organisation performance and change management

Theme 3

A strengths based leadership development and a positive psychology approach impacts performance.

Theme 4

Emotional Intelligence correlates with high performance

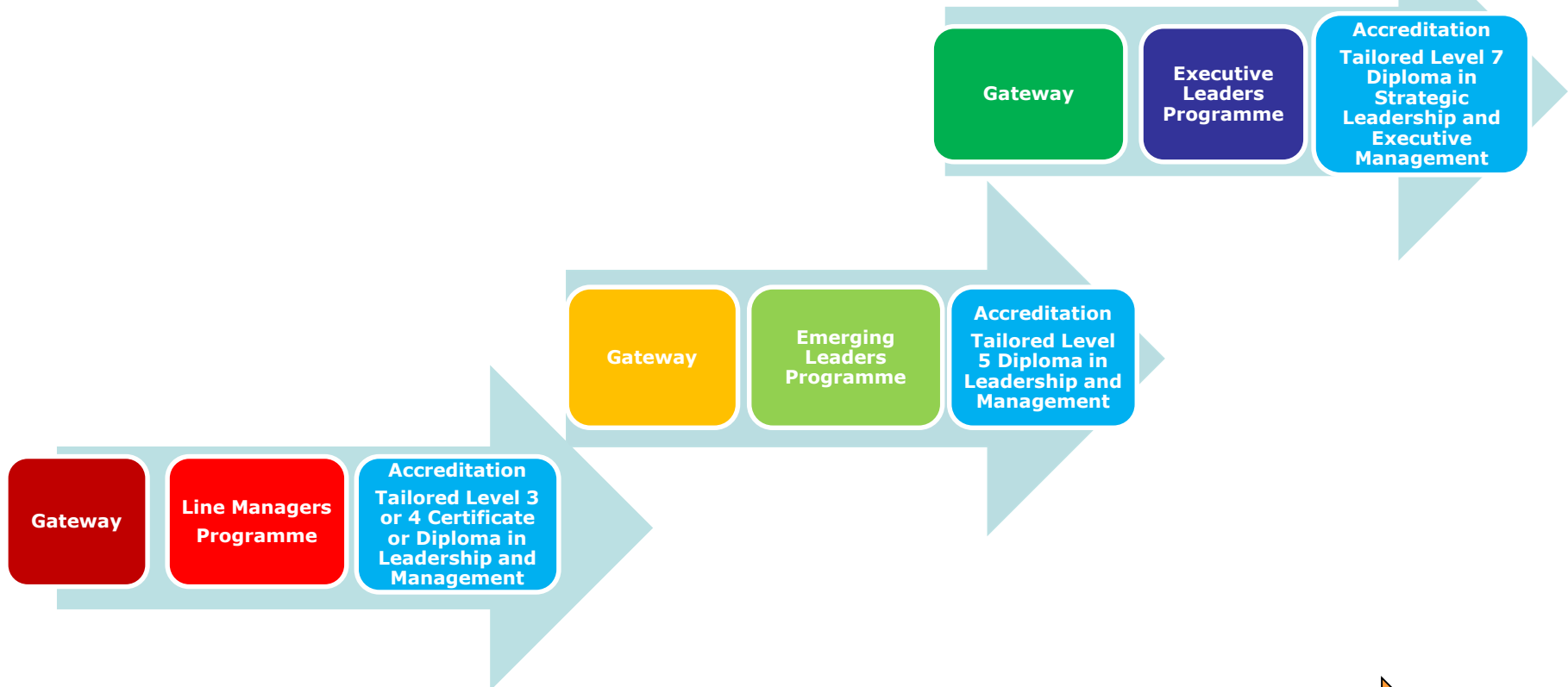
Theme 5

Using the 70:20:10 Model delivers more impact (Need to create experiential opportunities e.g. Develop resilience by Exposure to Committees as part of development) Also needs to be integrated into performance management processes

Developing Leaders: Local Government Leadership Academy



DEVELOPING LEADERSHIP CAPABILITY



TALENT MANAGEMENT

Level One – Line Manager Programme



Gateway
Application and
Line Manager
Recommendation
from Performance
or Talent
Management
Processes

10

- Core Modules

20

- Line Manager Support
and Coaching

70

- Work Based Assignments
/ Projects in Councils

Self Awareness Level One

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Level Two – Emerging Leaders Programme



Gateway

1. Application and Line Manager Recommendation from Performance or Talent Management Processes
2. On Line Knowledge Assessment
3. Development Centre to assess competence and leadership potential

10

- Core Modules
- Guest Speakers and networking events with executives from other Councils and other organisations
-

20

- Support and Mentoring from executives from other Councils or Local Government experts
- Action Learning Sets with participants from across councils

70

- Work Based Assignments / Projects across councils

Self Awareness Level Two

Level Three – Executive Leaders Programme



Gateway

- 1. Application and Line Manager Recommendation from Performance or Talent Management Processes**
- 2. In depth Executive Development Centre including 360 Reputation Assessment, Psychometric Profiles to assess competence and executive leadership potential**

10

- Master Classes with Local Government and Leadership Expertise

20

- Guest Speakers and networking events with executives from across the sector
- Team Coaching
- External Executive Coaching from coaches with Local Government experience

70

- Work Based Assignments / Projects across the Sector

Self Awareness Level Three

Local Accreditation



ILM Model for Qualifications in Leadership and Management

- Design delivery content and assignments in line with competencies for each level
- Select relevant ILM Units for each level mapped to the Local Government Context and Competences
- Design assessments mapped to the units and work constraints
- Centre and Programme Approval

What do participants do?

- Select units and complete required learning hours for each unit
- Complete assignments and projects for assessment
- Units can be assessed using a wide range of approaches from interviews, presentations, work based assignments, reflective reviews, reports, development plans and learning logs.

Benefits of this Approach



- Optimal use of development budget by tight focus on developing key core leadership capabilities in line with corporate strategies
- Shared learning across councils
- Consistent standards and benchmarks for leadership in local government in Northern Ireland
- Delivery of the strategic leadership goals for the sector

Leadership Academy – Key Actions from High Level Project Plan



- Leadership Capability Framework
 - Use existing framework and personality traits model to develop Leadership Capability framework for 3 Levels of Management
 - Map to the challenges, priorities and core competencies
 - Map core knowledge/Skills and attributes to each level
 - Develop guidelines/Handbook and Profiling Material
- Agreed Leadership Assessment and Development Processes
 - Define the core learning elements of a programme for each level of leadership
 - Develop and agree assessment tools for each level and pilot
- Agree Development Programmes
 - Engage Stakeholders to develop key priorities of programme
 - Test and validate with other stakeholders
 - Create Spec for Supplier and tender
 - Pilot within current Councils

The Way Forward



**Agree and
Implement
Strategic
Process and
Leadership
Framework**

**Pilot
Framework
and Design
Programmes**

**Pilot
Programmes
and Evaluate**

**Review and
Plan Roll Out**



THANK YOU