



STRONG LEADERSHIP INSPIRES POSITIVE CHANGE

Do you want to learn how to become a more confident and transformational leader or boost those skills amongst your senior staff?

TDP Development, a training and development consultancy, can help you achieve this. The company has 20 years expertise in helping local authorities get the best from their senior staff and deliver first class public services, and recognises that the ongoing development of leaders is crucial to success.

TDP Development advise local authorities on how to develop effective policies, processes and tools for the recruitment, selection and development of excellent leaders and managers.

Read on to find out how TDP Development can help you transform your staff, organisation and services.

Case Example

TDP Development created a leadership development programme following a major structural reorganisation of three district councils into one authority.

The goals of the programme were to enhance managers' personal development, promote the exchanging of ideas between staff from the three organisations and create a coherent work culture that would result in high quality local services.

Against a backdrop of change and uncertainty, TDP Development helped the Council to identify key challenges and overcome them. These included building, understanding and committing to effective leadership within the council's diverse management team and creating a sense of purpose and vision among officers and elected members.

Programme Design Providing Top Team Support

Chief officers and senior elected members attended events which led to greater communication and the sharing of ideas across the Council. The feedback and ideas inspired a policy framework and a commitment to a three year development programme.

Identifying What Positive Leadership Means

TDP Development advisors enabled the Council to define the essence of strong and confident leadership. This is crucial to the success of any programme and to creating positive change. A series of one day management forums were held involving a cross section of managers from all directorates. They helped to identify an approach to leadership development and generated a framework of leadership and management behaviours which the Council committed to, based around valuing and encouraging its managers.

Developing The Confidence To Take Action

Managers had to develop the confidence and skills to be able to take the programme forward. More than 200 senior and middle managers from this particular council attended a series of leadership development centres designed by TDP Development.

The centres allowed staff to examine their leadership style and helped them produce individual professional development plans. Managers received feedback from a variety of sources including a bespoke 360° feedback instrument designed around the Council's leadership and management behaviours framework and a range of psychometric tools. Managers were able to assess how their values, skills and behaviours matched with the framework and identified strategies for professional development and change.



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Enhancing Communication

One of the key aims of the development centres was to strengthen communication between individuals and to promote joined up thinking across geographical and departmental barriers. Staff from TDP Development asked groups to work with a tailored simulation of a fictional community containing a local authority, a primary care trust and a prison. Called Brighthaven™ it has been designed by TDP Development.

Accepting Responsibility

A key feature of the programme, is encouraging individuals to accept responsibility for their own behaviour. At the development centres, managers also looked at jointly accepting responsibility with the Council for their personal and professional development.

Transferring Learning Into The Workplace

The most powerful force for learning within an organisation is the workplace itself. TDP Development worked with the Council to ensure individual personal development plans and skills were properly integrated into the organisation.

An approach based on regular management and learning reviews was introduced across the Council. It was based around the leadership behaviours framework, and supported by the Council's employee development unit.

Recruitment and Selection

Recruiting new managers and leaders with potential for growth is vital to any council's long term success. TDP Development staff worked with elected members as well as in-house personnel professionals to build an understanding of effective management, recruitment and selection.

A series of briefing and training events were held to introduce assessment centres. They are the most effective method for making decisions on senior and middle management appointments. TDP Development has successfully worked with the Council in designing and running a number of assessment centres for selecting both first tier and second tier officers.

An appointments policy framework was implemented across the Council to ensure consistency and quality of approach in running these assessment centres.

Keeping Ahead

The need for regular review and evaluation in local government is of paramount importance. TDP Development has established a long term partnership arrangement with the Council to regularly review and advise on leadership and management development. This has included, for example, leadership and management development issues associated with best value reviews and comprehensive performance assessments.

Find out more about how TDP Development can develop your managers and leaders to improve the delivery of public services.