



Leadership Centre for local government



How to create a leadership plan for the top team

What really works!

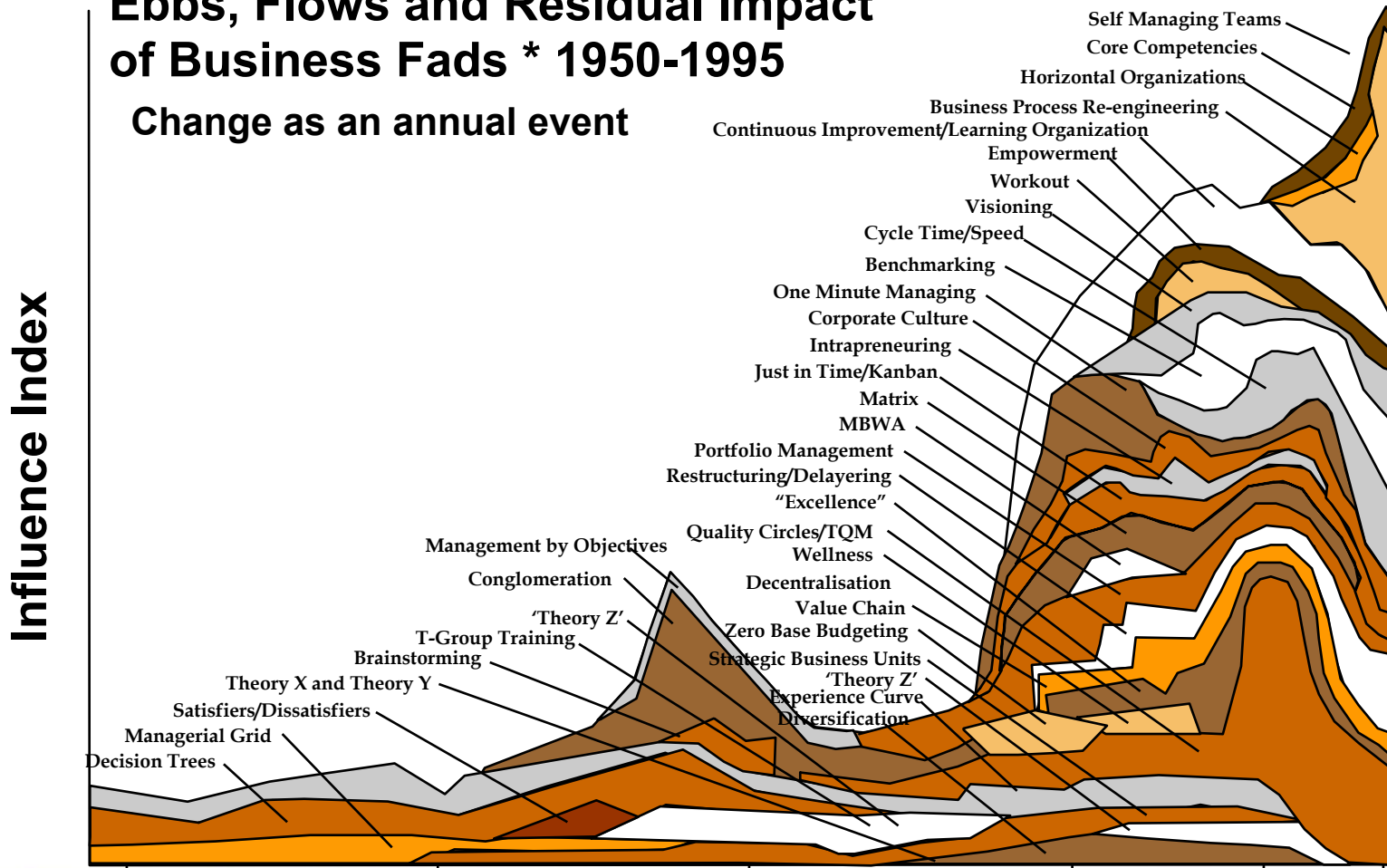
John Atkinson
Leadership Centre for Local Government
Director of Operations



Why don't they listen to us?

Ebbs, Flows and Residual Impact of Business Fads * 1950-1995

Change as an annual event



What we have learned

Yes

- Story telling
 - That's politics
- Contested space
 - Leading places is different to delivering services
- Evolving social systems
 - Places (and organisations) are social systems that evolve

No

- Narrative
 - Bright young men in a hurry who want to star in one
- Authenticity
 - Slightly older men who've not quite made it but wish to console themselves
- Vision
 - Even older men (with failing eyesight) who don't see the situation



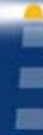
Real time, real work, real people





Start with what is...





Design the intervention with the participants





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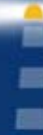
Focus on the end point





**Don't just talk
about it – do it!**





Leave a legacy of different conversations





Develop shared ambition





Look for the dissonance





Amplify what works





Build understanding





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Build possibilities and confidence





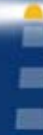
Build in innovative feedback





Seek external perturbation





Leadership development is a leader's core business



“We have put leadership at the heart of our agenda and that wasn’t the case before. They have also helped us convince members that leadership is critical.”

“We think more about what we do, why we do it and how we do it. Our internal communication is more defined, we focus on the relevant information getting to the right people.”

“For the first time in 20 years, this is an authority seen by our regulators as improving well. Through effective coaching of the top team, including cabinet members and strategic directors, our partnership working is becoming much more effective in delivering outcomes for communities.”

“We have a better recognition of leadership capacity and we recognise the leadership programme as being key to the transformation of change.”



“I want to create the space to talk about our politics – usually we don’t have the time to talk about these things... we make assumptions about frameworks, relationships, power and influence ...”

“The Leadership Centre’s focus on elected members – which many ‘training organisations’ either ignore or do poorly because they cannot relate properly – has stood out.”

“I believe that the major strength is not just its expertise but critically, the ability to start, in context, where the authority is and not where the Leadership Centre believes it should be.”

“The support provided has been invaluable. We know that external funding allowed the politicians to feel more comfortable about resourcing their own development and this in turn speeded up the process of building a new leadership team”



“....integrity and dedication to the task has enabled the leadership of organisation to evolve and develop at a much faster pace than we believe would otherwise have been the case.”

“The presence of the Leadership Centre and the legitimacy that it brings to the investment in leadership makes councillors more confident about investing in themselves and resisting the obvious criticism that it is frivolous or self-indulgent.”

“The work the leadership centre has undertaken for us has reached the end of its initial stages.....The results have been outstanding...the relationship between the two top teams has been enhanced and matured.”

“Leadership of place isn’t just about place but about people. Really we're talking about both people-shaping and place-shaping.”



Thank you

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