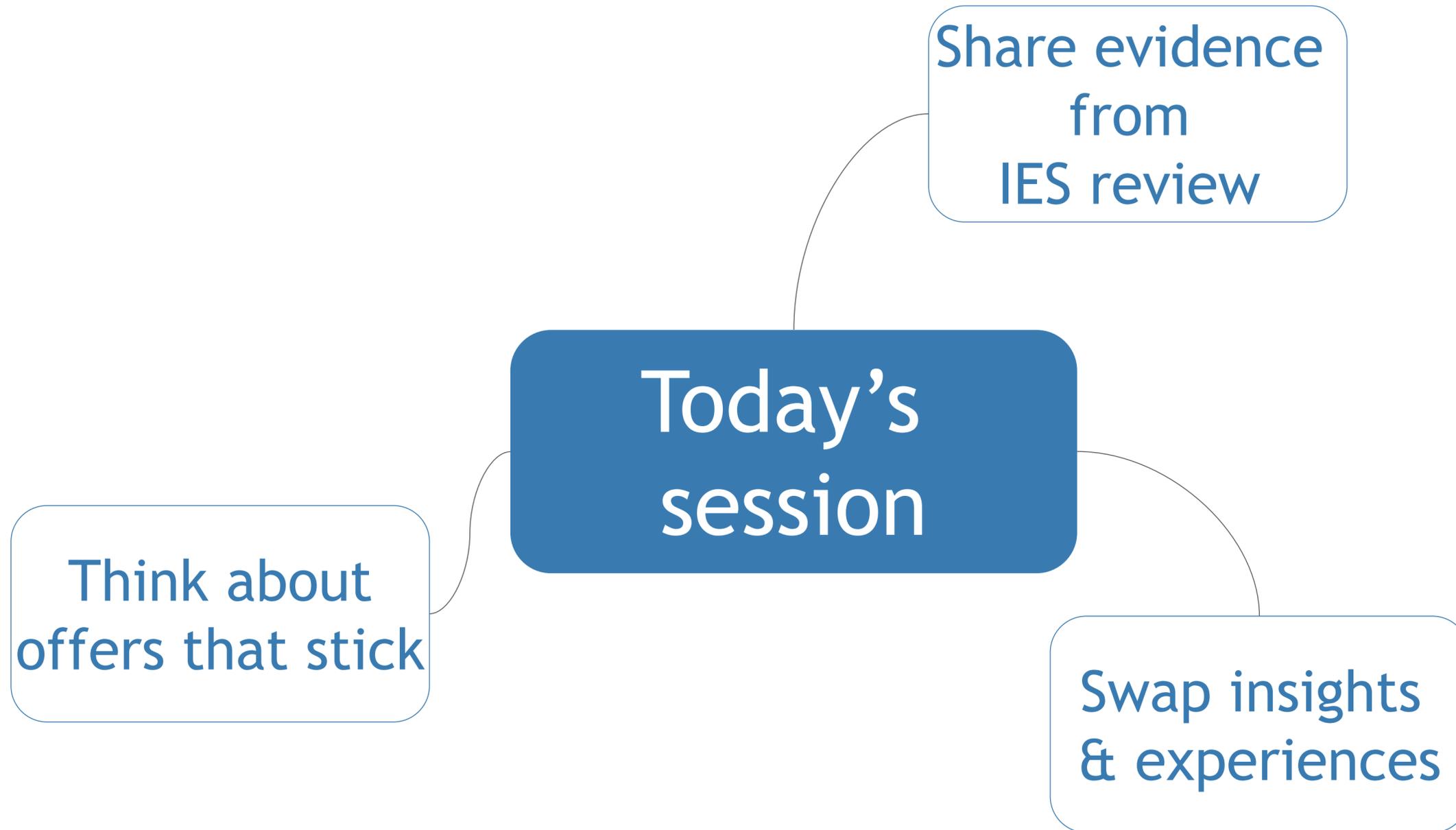


# Maximising the potential of leadership development initiatives

**19 May 2022**



Share evidence  
from  
IES review

Today's  
session

Think about  
offers that stick

Swap insights  
& experiences

# Market scoping exercise, pre-pandemic



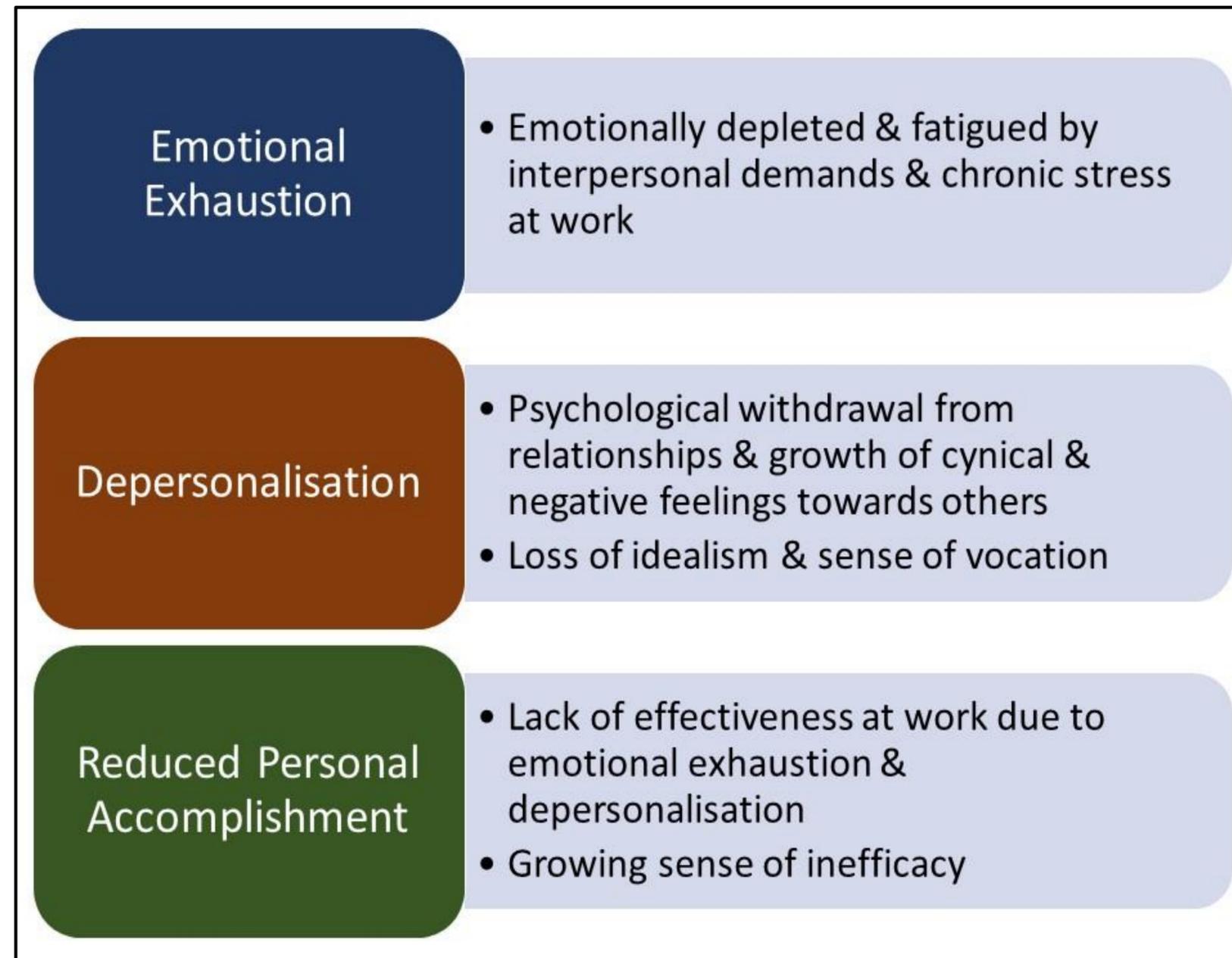
Source: IES, 2018

# From Change-Vulnerable to **Change-Ready**:

## A checklist

- Culture** Putting the human aspects of change at the forefront
- Leadership** Agile leaders engage stakeholders and contextualise their vision
- Teams** Mindful teams embed transformation
- Learning** Continuous reflection, considered reaction and improvement
- Process** Flexibility in systems and process in an evolving landscape
- Skills** Change-smart skills make you ready for any change, as it happens

## Components of Burnout



# Evidence review

## **Cabinet Office and National Leadership Centre**

The purpose of this work was to explore the evidence on the outcomes and impact of public sector leadership development programmes.

This review focused on leadership development activities aimed at senior leaders, due to their unique role within an organisation – however, they were few are far between.

Over 1500 abstracts were reviewed, with 34 included in the final review.

# What works for senior leader development?

## Networks and networking – facilitated networks and informal networking

- Creating a **shared social identity and collaboration** - networking with peers enabled leaders to develop their social identity and to develop social capital.
- **Enabling information gathering** - networking and having a network can enable the gathering of information that supports senior leaders in their role.
- Provide **opportunities for future employment** - networking provides access to alternative employment opportunities through introductions to people in other organisations.

# What works for senior leader development?

## Peer-to-peer learning – action learning and one-to-one

- Peer learning spaces can facilitate the **creation of beneficial relationships and networks**, which may lead to the formalisation of cross system networks to support service resilience.
- Action learning groups and one-to-one peer support provide **space to reflect** on work and personal matters. Bringing leaders together can **enhance self-reflection** and provide differing perspectives.
- Both action learning and one-to-one peer support can facilitate **the development and support the implementation of effective leadership ‘soft’ skills.**

# Other leadership development delivery methods

Most interventions used a **range of delivery methods, which was considered most conducive for influencing effective leadership development.** However, leaders particularly valued:

- **Residential programmes** - leaders of various levels value a residential element for providing a 'protected space' for reflection and networking.
- **Input from experts** - experts provide leaders with new knowledge and reassurance, ideas to influence their leadership practice, and an opportunity to widen their network.
- **Experiential and on-the-job training** – senior leaders reflecting on their most influential learning experiences believed that work-based development was the most beneficial, particularly in developing strategic thinking

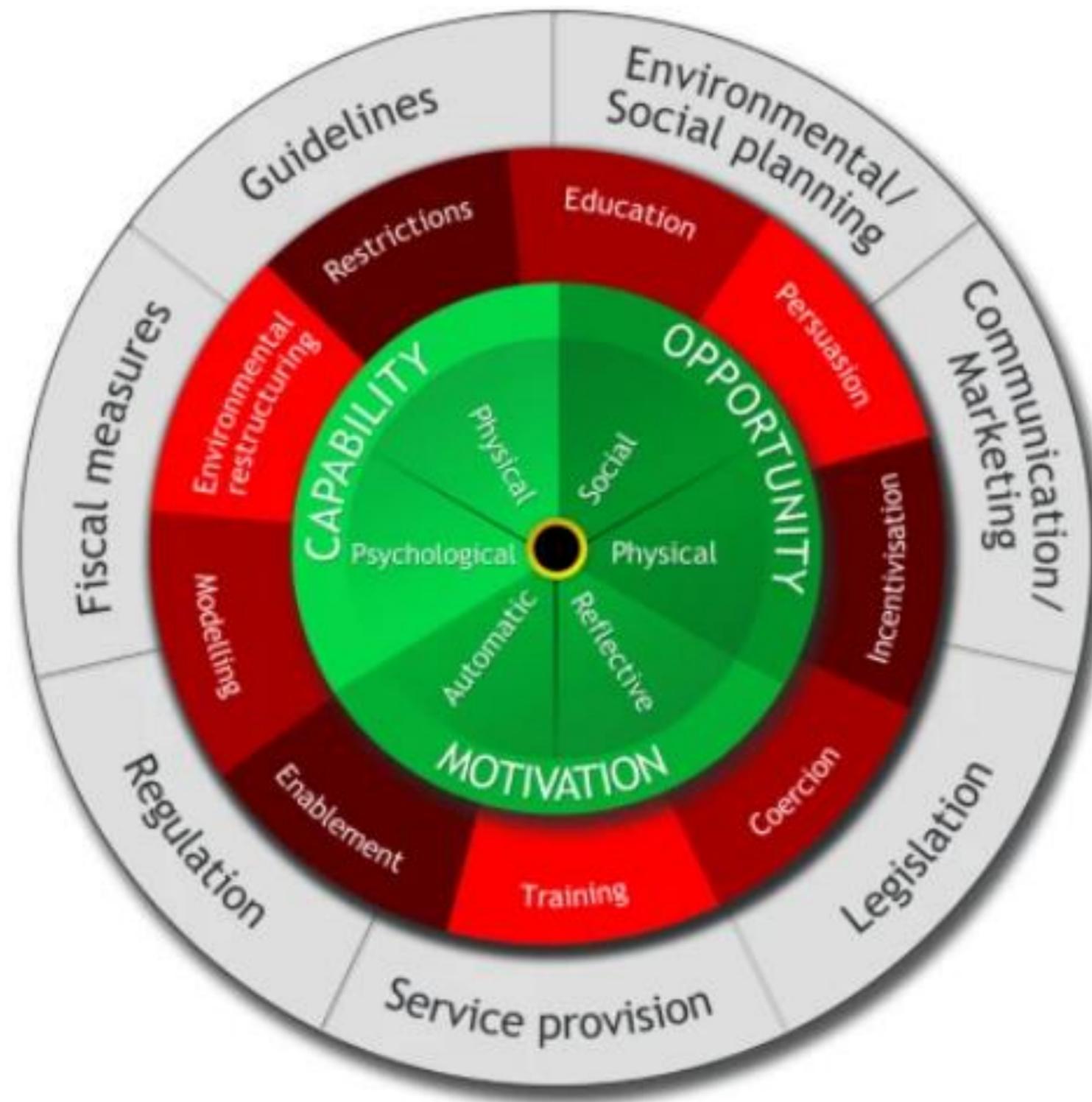
# Understanding the success of senior leader development

## Some of the considerations from the research

How can you embed change?

- To what extent is readiness for change considered before leaders embark on these programme?
  - Leader, organisation and system readiness
  - Capability, Opportunity, Motivation
- How does the context enable or hinder change?

- Sources of behaviour
- Intervention functions
- Policy categories



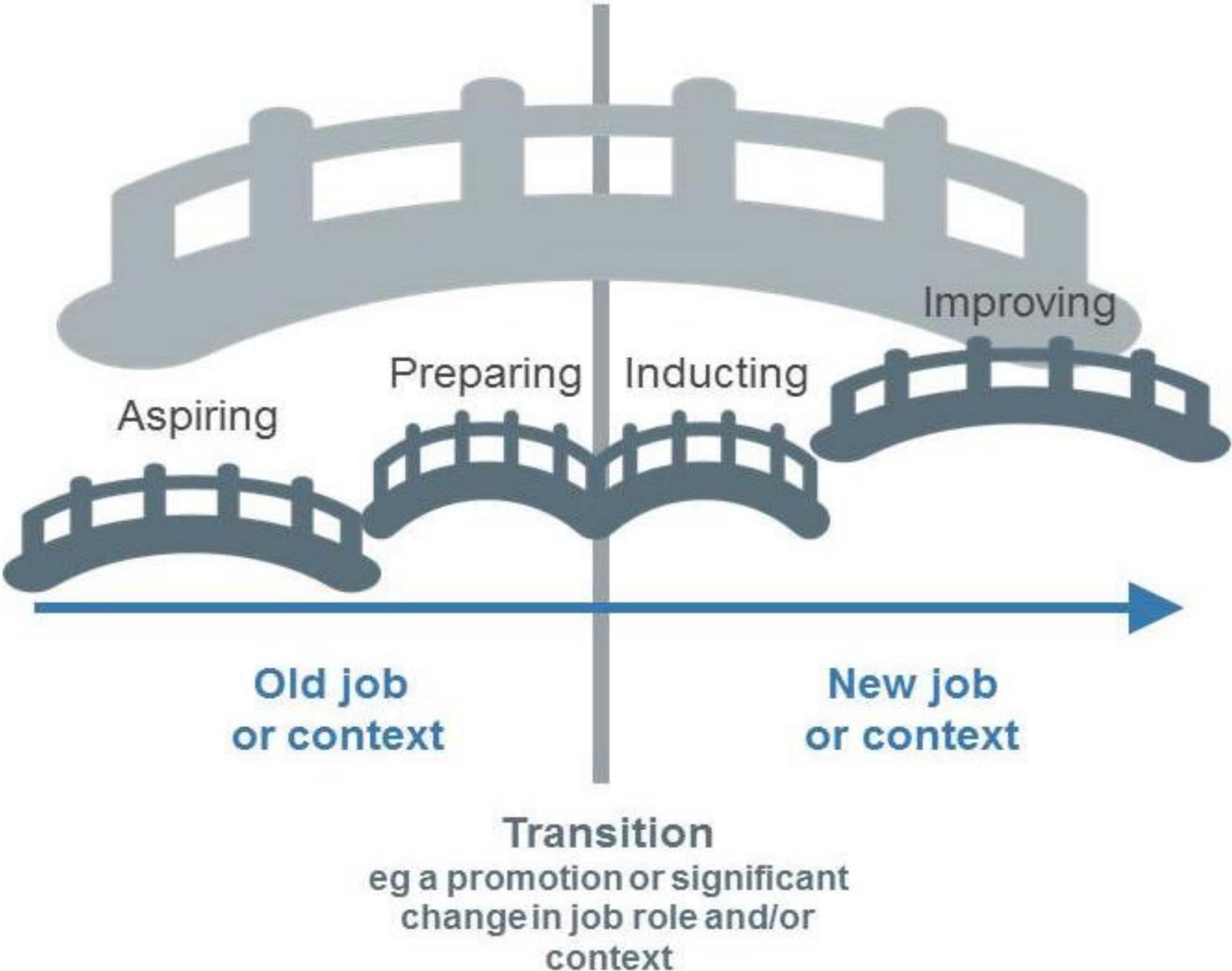
# Understanding the success of senior leader development

## Some of the considerations from the research

How do you know if development has been successful?

- Time to move away from 'traditional' evaluations?
- Seek to **understand 'how' and 'why'** something is happening, rather than just the 'what'
- Leadership development programmes are likely to have an **indirect effect** on organisation outcomes – wider contextual factors, both internal and external to the organisation, will influence the impact a leader can have following a development programme.

# When development makes sense to leaders



Source: IES

## About IES:

The Institute for Employment Studies (IES) is an independent, apolitical, international centre of research and consultancy in public employment policy and HR management. It works closely with employers in all sectors, government departments, agencies, professional bodies and associations. IES is a focus of knowledge and practical experience in employment and training policy, the operation of labour markets, and HR planning and development. IES is a not-for-profit organisation.

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