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# **Appendix 1:** Leadership & Management Development

Staffing and Remuneration Committee  
December 2017

# Introduction

We expect a lot of our managers in Haringey. On the one hand, we must operate well in the here and now, in a very challenging public service environment, constantly striving to maintain a focus on quality services while managing tight – often extremely tight – budgets. On the other, we want to grasp the opportunity that technology, new partnerships and new data provide, enabling us to think creatively about radical change, to fashion services that are fit for purpose into the future. In other words, we need to be able to manage both the ‘now’ and the ‘new’.

This slide deck is an extract of our leadership and management development offer. It provides an outline of the key tools and support offer available now or coming shortly.

# Making time to develop yourself

Taking time out of busy schedules to learn, reflect and improve your own knowledge and skills is as important as doing the day job well.

The following slides identify some of the development and support available to current manager and aspiring managers. In developing yourself, we also want you to encourage your staff to do the same.

We recommend every member of staff is encouraged to set aside 5 days of formal/informal learning each year. How this time is utilised should be agreed during your My Conversation meetings and your plan should ideally focus on the skills most needed in your current role and opportunities to develop for future roles.

As a general guideline, we recommend development is based on a 70:20:10 model for Learning and Development which holds that:

- 70% of our knowledge and skills is best developed from on the job activities such as making decisions, addressing challenges and taking an active role in your team
- 20% is through interactions with others which could include coaching, mentoring, supervision or professional networks
- 10% is formal training such as classroom workshops and e-learning

Fuse is our online learning system and fully supports the 70:20:10 model. For example, you can access learning resources on the job, learn from your colleagues and share your skills as well as book your place on face to face training and events.

# Resources to support staff



## Leadership Qualities Framework [NEW]

Describes the standards needed for high quality leadership at all levels of management.

Use the framework to develop consistent job profiles, during recruitment and selection as part of My Conversation objective setting.

[View framework](#)



## Coaching & Mentoring

About receiving opportunities to be coached or mentored and sharing those skills by coaching and mentoring others. Current offer includes:

- [Career Coaches](#)
- [My Mentor](#)
- [My Career Portal](#)



## Management Deal [NEW]

Describes what great managers do everyday to support their teams and individuals to perform their best. It should represent your commitment to staff and in turn has a number of asks from your staff to honour the concept of a deal.

[View deal](#)



## Fuse

This is our learning management system (LMS). It is your go-to place to access learning and book on events. Make sure you join the relevant communities to receive automatic updates.

[Fuse](#)



## Qualifications & Apprenticeships [NEW]

- ILM Level 2 qualification for aspiring leaders
- Level 3-5 Business Management qualification
- BA Management degree (limited availability)
- MBA degree (limited availability)

[View apprenticeship brochure](#)



## My Conversation Quick Guide [NEW]

A quick guide on how to have effective My Conversation Map discussions. This complements the comprehensive tools on intranet and Fuse around this.

[View guide](#)