

Quest 2016 – Splus 42

Leadership

Guidance Notes

Issue 3 - July 2016



Outcomes

- Leadership is building the future - by providing a compelling vision and effective business strategy that delivers for the longer term making the organisation sustainable, creative, adaptable and resilient.
- Leadership is managing the present – by having highly motivated, engaged and productive staff and Board forming a high performing team that positively manages performance and improves bottom line performance.
- Leadership is nurturing the identity and reputation of the organisation – by embedding values into everyday behaviours, by being visible and proactive and by being highly regarded by partners/stakeholders/funders and for its authenticity, usefulness, high standards, transparency, results and impact.
- Leadership is evident across all levels of the organisation with leaders being self-aware and understanding the needs, interests and desires of others in their organisation. People are valued and encouraged to contribute by exploring their own talents, utilising their individual strengths and by being encouraged to be enterprising.
- Leadership is influencing the wider agendas (health, education, community and social services, planning and environment) through the skills, capabilities and networks of staff and the Board.

PLAN					
How do leaders establish a compelling vision of the future and set out the direction and strategy?	<p>There is little or no sense of purpose, vision or strategy</p> <p>There is little understanding of leadership concepts or investment in developing its people as leaders.</p>	<p>Leadership is focused on the ‘managing the present’ or the short term: dealing with the management of the organisation, staff and budgets; satisfying stakeholders/funders requirements; and delivering annual results</p> <p>There is a basic level of understanding of the importance of leadership and some investment in developing its people as</p>	<p>There is evidence of leadership ‘building the future’ as well as ‘managing the present’ or the short term.</p> <p>Leadership is predominantly transactional based on good organisation and management of people and resources to achieve corporate goals. There is a focus on goal setting, monitoring performance, giving feedback and</p>	<p>There is evidence that all of the leadership outcomes (cited above) being pro-actively pursued with actions in place for improvement.</p> <p>Leadership qualities and commitment are recognised, respected and appreciated both internally and externally.</p> <p>The culture is clearly defined with clear examples of where values and behaviours are put into practice internally and</p>	<p>There is evidence of outstanding leadership across all of the outcomes (cited above).</p> <p>Leadership is both transformational and transactional with – a clear idea of where the organisation wants and needs to go, maintaining its focus on the “main thing”- its core purpose, and has the people, systems and partners in</p>

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
		leaders.	developing people. The important of leadership is recognised and qualities and models are understood and are pro-actively being pursued.	externally. The organisation has a good reputation, which is continually being enhanced. There are emerging examples of innovation, enterprise and positive change.	place to get it there. Leaders are passionate and extremely motivating to others. Leaders are challenging and innovative. Leaders create and communicate a shared vision and direction that is understood and supported by partners, stakeholder and funders as well as staff and Board members. Leaders also create a stimulating environment for team working and collaboration where people are treated as individuals, the customer come first and partnership and collaboration is highly valued and mutually beneficial. The organisation has an outstanding reputation, which is continually being enhanced.
DO					
How does the leadership create	There is no or limited evidence of understanding	There is understanding of developing a High	There is commitment to develop a High Performance	The organisation has a well-defined High Performance	The organisation is widely recognised as “high

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>a “High Performing” culture which has a positive influence and impact on partners, stakeholders and commissioners and funders?</p>	<p>of or ambition to develop a High Performance Culture.</p> <p>Organisational values are not explicit and agreed.</p> <p>There is no evidence of improvement, growth or learning in the organisation or team.</p> <p>There is minimum or limited engagement with Board members.</p> <p>Front line staff generally follow rules and regulations and are not encouraged to take the initiative.</p>	<p>Performance Culture and a general intention to create one (but no or limited actions).</p> <p>There are indications that poor performance could be managed better and high performance exists but is not recognised or celebrated.</p> <p>Organisational values have been agreed but there is little evidence that they have been translated into everyday behaviours.</p> <p>The Board is largely reactive in considering and endorsing decisions and actions of the CEO/team.</p> <p>Frontline staff have some/limited authority to take the initiative.</p>	<p>Culture with a road map/ actions in place to raise performance.</p> <p>There is an emerging can do culture - one that promotes improvement, innovation, enterprise and high quality across the organisation.</p> <p>Leadership invests in staff through leadership programmes and applying use of leadership tools such as: personality profiles; 360 feedback; team development; and skills audits. There is evidence of improved capability and performance levels that is recognised by staff.</p> <p>The Board is clearly engaged and brings new skills, experiences and access to wider networks to enhance the influence and capability of the team.</p> <p>Frontline staff are empowered but there is limited evidence of them</p>	<p>Culture that is evident to its staff, Board members, partners, stakeholders and funders</p> <p>There is a clear focus on: community outcomes; customer engagement and satisfaction; staff engagement and productivity. Attention is paid to reviewing and benchmarking opportunities designed to improve both efficiency and effectiveness.</p> <p>There is evidence of the Board being proactive and acting as a champion to drive key strategic areas that offer the potential to propel the organisation forward.</p> <p>Front line staff are empowered and there is clear evidence of them taking the initiative.</p>	<p>performing” by its staff (who can evidence how values are applied; behaviours promoted, standards applied, business objectives achieved and high performance recognised/ celebrated). This is mirrored by partners who can testify to the quality of leadership, the improvement in service delivery and the quality/competence of the organisation, its Board and the staff team.</p> <p>The Board and staff team are working well together to raise standards of performance, reach new partners and engage new target markets/ communities with Board members taking on champion and mentoring roles.</p> <p>Evidence of front line staff acting as role models and</p>

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			taking the initiative.		leading change.
MEASURE					
How is leadership clearly measured for its quality, efficiency and effectiveness?	There is no measurement process in place to help assess the quality and impact of leadership competencies and practice within the organisation	Measurement of leadership competencies and practice is mainly internally focused. It is not easy to evidence results of actions taken.	<p>Leadership measures are based on sound theory and are assessed through internal processes in an open and constructive manner.</p> <p>There is a strong leadership team / strategic management team in place who can provide examples of improved efficiency and effectiveness through internal reporting and appraisal systems.</p>	<p>Measures of leadership competencies and practices are regularly tested through structured reviews and staff surveys and partner/ stakeholder surveys which are transparent with the results communicated and acted upon.</p> <p>There are measures and action planning in place to assess and improve the engagement and productivity of the workforce.</p> <p>Measures have been agreed with the Board to assess its performance.</p> <p>Performance Indicators are published and there is evidence of improvement.</p>	<p>There are clear measures and evidence of success, with improvements in quality and reputation. This is underpinned by robust and transparent governance arrangements, open consultation with stakeholders including the use of “challenge groups” or sounding boards together with 360-degree review and appraisal processes. External accreditation and measurement is a feature of this organisation</p> <p>The performance and approach of the leadership team / strategic management team enjoys a high reputation and confidence inside and outside of the organisation.</p>

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
REVIEW					
How is leadership reviewed and how do leaders ensure that the learning is used to manage effective change leading to growth and improvement for the benefit of customers and communities?	<p>There is no process for managing organisational change and development</p> <p>There is no evidence of internal learning or external benchmarking leading to improvement/service development</p>	<p>There is a focus on projects and programmes rather than the organisation as a whole.</p> <p>There are limited review processes in place that facilitate leadership development, team working and organisational development.</p>	<p>There are some working examples of leadership, team and organisational development that is leading to changes/ improvements in working practices and service delivery.</p> <p>There is an element of external scrutiny/ involvement which is welcomed, is supporting service development and providing new skills and insight.</p>	<p>Leadership has clearly created an environment and culture where people who do well are supported to provide a positive and challenging environment for others. There is good knowledge of what works best in the organisation/across the sector and why. There is a drive to identify what can be done/changed/adapted/created to achieve improvement, efficiencies and new or more effective ways of working or delivery.</p>	<p>Leadership has created an organisation where people support each other to learn, change, improve and do more of what they are good at.</p> <p>Leadership has robust internal and external review processes in place involving Board Members, peers, partners and or stakeholders/funders.</p> <p>Appreciative Inquiry or alternative techniques are used to do more of what works best.</p> <p>There is clear evidence of change, innovation and improvements which have been recognised internally and externally as beneficial.</p>
IMPACT					
How has the leadership delivered outstanding	<p>Bottom line results may be delivered but are not improving and may not be linked to the organisation's</p>	<p>Project or programme outputs are delivered.</p> <p>Appraisal and training</p>	<p>There is evidence that financial and delivery results are being achieved but more limited evidence</p>	<p>Leadership is clearly improving levels of staff engagement and productivity which mirrors improving levels of satisfaction</p>	<p>Leadership has created clear roles - internally and externally based on a precise assessment of skills</p>

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<p>results and is helping the organisation to deliver sustained outcomes and impact?</p>	<p>core purpose.</p> <p>There is little or no evidence that leaders are engaged with partners or stakeholders in other sectors.</p>	<p>processes are in place.</p> <p>Leadership is predominantly top down and focused on the immediate future</p> <p>There is evidence that leaders are engaged with partners and stakeholders in other sectors.</p>	<p>of wider improvements and impact.</p> <p>Different styles of leadership are evident and there is some focused on 'creating the future' as well and managing delivery.</p> <p>There is evidence that leaders are engaged with and influencing elements of the wider agenda such as health, education, community and social services, planning and environment.</p>	<p>from partner, stakeholder and customer.</p> <p>There is a clear focus on sustainability and quality for the medium and longer terms. This includes succession planning and talent/leadership development throughout the organisation.</p> <p>There is an emphasis on staff empowerment and use of executive coaching and mentoring techniques being used across the organisation.</p> <p>There is evidence that leaders are playing an influential role in profiling the contribution of sport and physical activity and shaping relevant areas of the wider agenda such as health, education, community and social services, planning and environment.</p>	<p>and competencies.</p> <p>There are high levels of delegated power, authority, responsibility, accountability (PARA) within the organisation and in its dealings with partners, stakeholders and commissioners and funders. This is an organisation that delivers great results across finance, quality, customers, community and workforce in appropriate balance.</p> <p>This is a service with a reputation for its sustainability, creativity, agility and resilience which makes it a great place to work in and organisation to work for.</p> <p>Staff empowerment and executive coaching and mentoring practice is embedded in the organisation. There are</p>

Splus 42 – Leadership Guidance Notes



Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
					<p>examples of Board members and staff acting as peers and coaching and mentoring colleagues from other organisations within their areas or networks.</p> <p>There is evidence that leaders have gained the respect and trust of major players within other sectors such as health, education, community and social services, planning and environment and can demonstrate the contribution and impact sport and physical activity is having in their areas.</p>

Splus 42 – Leadership

Guidance Notes



PLAN

GUIDANCE

- The organisation has a clear purpose, a compelling vision that is understood and owned by the Board and workforce and is clearly communicated to key stakeholders and partners locally.
- The Leadership Team and Strategic Management Team recognised the importance of strong leadership, understand the key ingredients for good leadership and are committed to developing individuals, teams and their organisation.
- The stated values of the organisation are lived and breathed by staff, are respected by Board members and are clearly communicated both internally and externally
- There is a 'High Performing Culture' within the organisation characterised by a clear focus on customer and community outcomes; a results led/can-do approach; constant and open communication; a drive to learn, benchmark and innovate with a premium placed on performance and change management
- There is a clear alignment between the values of the organisation and the behaviours of leaders and staff within the organisation
- The strategic plan set out the goals to be achieved, how progress is to be measured and what success looks like.
- Organisational structures are sufficiently flexible to allow for the development and sharing of ideas and new ways of working
- Financial targets are clear and the level of power, accountability, responsibility and authority(PARA) clearly evident in decision making, project management and service delivery
- The organisation encourages leadership development through its education and training plans and there is evidence of succession planning in the team/organisation and the Board to help improve capacity, capability and influence.
- Policies and procedures are clear and accessible to staff and the wider workforce.
- Standards and expectations are clearly set out and managed accordingly.
- High performance characteristics and values are clearly set out internally for the team to aspire and work towards.

DO

GUIDANCE

- Leadership skills/capabilities are actively sought out as part of the organisation's recruitment and retention policies. Leadership is encouraged across the organisation from Board members to frontline staff.
- A skills audit/training needs analysis plan exists and helps to identify future needs and opportunities for the development of leadership skills and competencies within the team/organisation
- Programmes that encourage leadership development are part of the overall organisational training plan and operating with success
- Strategic leaders proactively manage under performance and recognise and celebrate high performance
- Fast track leadership schemes are in place that recognise talent and is there evidence that these schemes are proving effective
- Team working and teambuilding is actively supported and encouraged to help promote efficiency and effectiveness

Splus 42 – Leadership

Guidance Notes



- There are regular and effective internal communication channels in place including briefings; informal and formal meetings; engagement, planning and review days. Key business decisions are communicated and key performance/results fully understood by staff/team members
- External communication channels are used effectively to reinforce the key purpose/strategic direction of the organisation; to advocate and influence; to inform and consult and to report results and impact.
- Processes are in place to support and encourage learning, benchmarking, innovation; suggestions and enterprise within the organisation. It is part of the DNA and culture of the organisation and there are examples of improvement and change that result from this.
- The organisation regularly reviews job roles, responsibilities and structures to meet future needs and requirements.
- New technology, benchmarking information and data/insight is used as evidence to inform and support decision making; shape services and introduce new working practices
- Effective controls are in place for the governance of the organisation with clarity around roles, responsibilities, accountabilities, delegated authority, risk management and decision making provided.
- The organisation reflects the community it serves and is committed to equal opportunities and to addressing inequalities in provision

MEASURE

GUIDANCE

- Leadership competencies are clearly set out and closely measured and evaluated through regular formal processes
- Leadership capability within the organisation is regularly assessed internally through a formal process/leadership survey (or leadership section of staff and stakeholder surveys)
- Results and performance is closely monitored and measured across a range of KPIs across both financial and non- financial metrics directly linked to the core purpose and business strategy
- Individual, team and organisational objectives are aligned with care and reported on regularly and openly. Objectives for Leaders are clearly set out.
- Relationships, roles and responsibilities between Chairs and CEOs and the CEO and the Leadership Team/Strategic Management Team are carefully worked through (if appropriate)
- The organisation makes use of 360° feedback systems to strengthen the capabilities of individual leaders and leadership/strategic management teams.
- Staff satisfaction surveys are carried out regularly measuring engagement/morale and productivity. Results are communicated; feedback is provided and leads to clear improvement and development actions.
- Customer/partner surveys are used to assess leadership capability and staff competence. Results are communicated; feedback is provided and leads to clear improvement and development actions.
- The results and findings of training and development planning is reported and acted upon to determine a cost/benefit analysis and to make improvements
- External awards and accreditations are positively used to provide an independent measure of organisational performance and to support organisational development

REVIEW

GUIDANCE

Splus 42 – Leadership

Guidance Notes



- Formal systems are in place to review leadership at different levels e.g. Board; Leadership Team/Strategic Management Team; project/programme leaders and frontline staff.
- Annual appraisals are used to track personal and professional development; to create SMART objectives; to enhance the skills, competencies and behaviours required, to recognise achievements, manage performance, address leadership/management issues and support continuous improvement.
- Appreciate inquiry and other approaches are used to identify and do more of what works best; to utilise the skills/abilities of the organisation to best effect and to celebrate success/achievement
- There is a robust check and challenge process in place to support improvement, promote learning, encourage enterprise/innovation; drive growth and recognise achievement. This involves Board Members; Peers; Senior Colleagues; Staff and Partners.
- Findings and results from external audits; internal reviews; customer/stakeholder surveys; staff/leadership surveys and peer review are openly shared with staff and wider workforce to support improvement, learning, development and growth.
- Policies and procedures are regularly reviewed and updated to reflect the changing needs of and demands on the organisation
- Leaders encourage, provide and use Peer Review and Sounding Boards to provide perspective, challenge, support and advice
- There is a clear focus on team working and teambuilding within the organisation linked to the support of individuals in the team through a mix of personality profiling, psychometric testing; executive coaching and mentoring and 1-2-1 meetings.
- Change is a constant and is well led/actively promoted with the full involvement of Staff through Service Improvement Groups; Partners through Sounding Boards/Challenge groups and Board/Elected Members where appropriate and needed.

IMPACT

GUIDANCE

- There is evidence that the organisation is achieving results because of the investment it makes in its people and organisational development
- The organisation is able to demonstrate that it has a good reputation as an employer and as a great place to work
- Recruitment costs and staff turnover are declining while there is evidence of staff progression and career development
- Levels of staff satisfaction, engagement and productivity are measured and increasing
- Levels of partner/stakeholder and customer satisfaction are measured and increasing
- Partners/stakeholders are vocal in their support and appreciation of the business and the skills/competence of staff employed or deployed
- Partners and customers are delighted by the range of products and levels of service they receive from the organisation which has a reputation for high quality delivery and relationship management
- There is a focus on continuous improvement underpinned by benchmarking of key metrics / indicators against industry norms and other providers in the sector. Benchmarking data is used effectively to identify improvements in service delivery and ways of working.
- The organisation is able to demonstrate a positive social impact on the communities it serves
- There is evidence that the organisation is developing its reputation amongst its peers and in its locality by being recognised for its achievements. Levels of profile and influence have risen
- There is evidence of leaders influencing and shaping other sectors (such as health, education, community and social services, planning and environment)

Splus 42 – Leadership Guidance Notes



and demonstrating the contribution and impact of sport and physical activity to their programmes and services.

- Leadership actions have led to revenue growth and cost control to improve the long term value of the business and long term sustainability of the service.

Leadership functions

Where we're going

Strategy and business development, renewal and succession

Creating the future

Managing the present

Nurturing identity

Who we are

Purpose, values, behaviour, policy, standards and brand etc

What we do

Allocation and management of resources, optimising performance

Adapted from original work by Dr Peter Dudley

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.