

Developing officer and member soft skills A contribution to thinking

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OYEZ OYEZ! POT HOLE
REPAIRED IN MARKET
STREET!!



"SURELY OUR COUNCIL HAS A BETTER WAY
OF COMMUNICATING ITS ACHIEVEMENTS?"

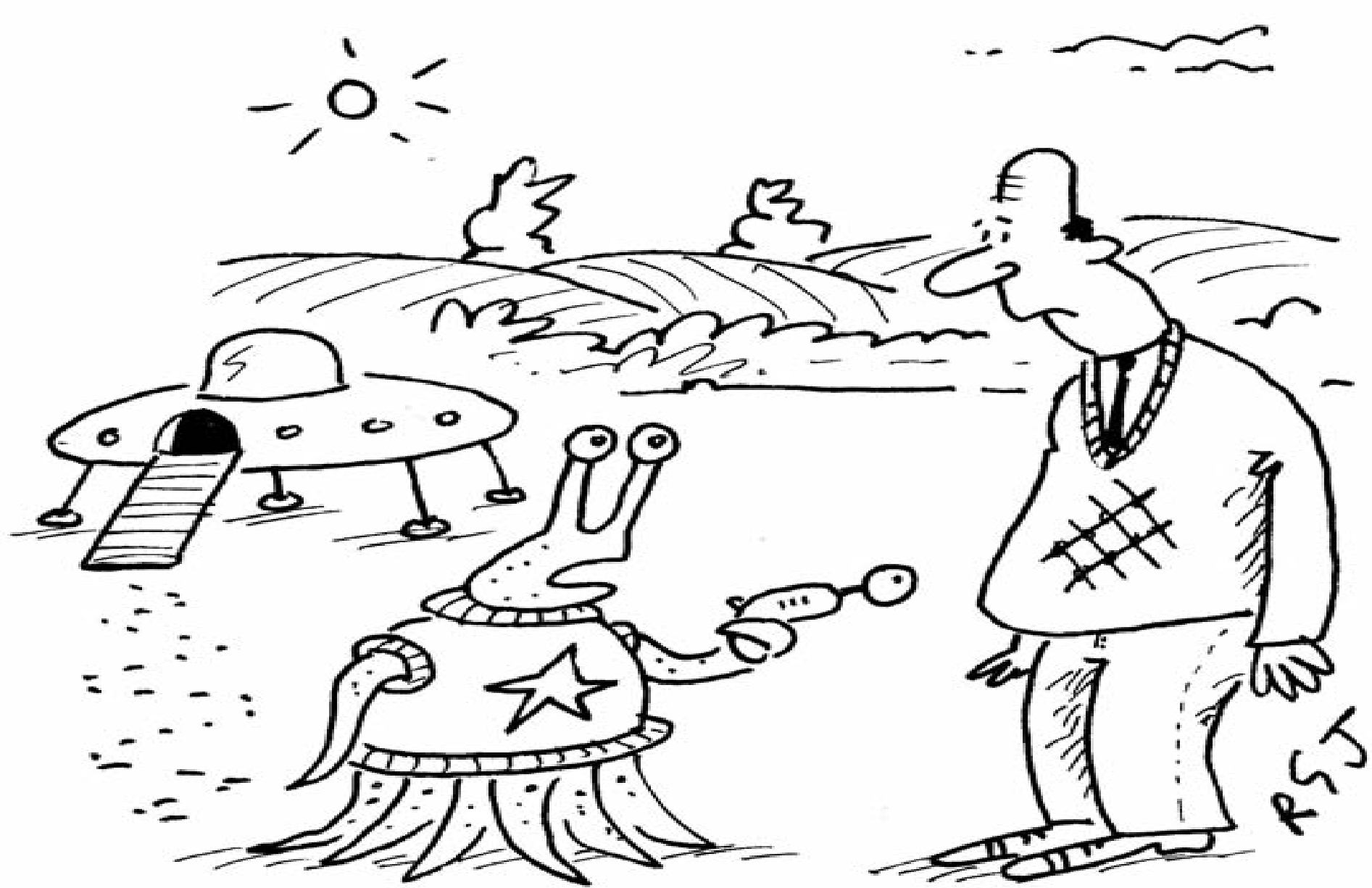
Improvement and Development Agency for Local Government

- Working for local government improvement so councils can serve people and places better

Strategic objectives, to:

- Develop council's capability
- Support public service improvement
- Represent local government
- Strengthen local democracy and accountability
- Develop leaders and the workforce

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"Take me to the IDeA's galaxy-famous managerial leadership programmes."

Developing officer and member soft skills

A contribution to thinking

- Changing context – some examples
- What is leadership?
- Leadership in context – three ball juggling
- Three dimensions of political management
- Political skills framework for leading councillors
- Extending the skills framework for managerial leaders
- Leading with political awareness for managerial leaders
- Some do's and don'ts of being a chief executive
- Open forum

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Changing context – some examples

- New performance framework – moving from CPA to Comprehensive Area Assessment
- Central – local government concordat and raising the game
- National improvement and efficiency strategy
- Partnership working – local strategic partnerships, local area agreements and multi-area agreements
- Local government review
- Comprehensive spending review
- Councillors Commission
- Some local elections in May
- etc

What is leadership?

**'Managing is helping to make happen what is supposed to happen anyway.
Leadership is making happen what isn't going to happen anyway'**

Richard Pascale

'Management is doing things right; leadership is doing the right things'

Peter F. Drucker

**'A Leader shapes and shares a vision which gives point and purpose to the
work of others'**

Charles Handy

'Leadership is action, not position'

Donald H. McGannon

**'Effective leadership is not about making speeches or being liked; leadership
is defined by results not attributes'**

Peter Ferdinand Drucker

**'The first responsibility of a leader is to define reality. The last is to say thank
you'**

Local Government Context

Bigger Picture

What outcomes do you want?
How are they to be achieved?

- Vision
- Strategy
- Planning & performance framework
- Structures, systems, styles, etc

Outcomes

- Stakeholder identification
- Involvement
- Drawing together diverse views
- Negotiating a way forward

- Communicating
- Defining
- Acknowledging
- Enrolling
- Developing

Interests

What interests and voices are there about this change?
How do you negotiate a way forward?

Self

Emotions

What challenges, possibilities and dilemmas will individuals & groups face?
How can they be enabled to face the emotionally and behaviourally challenging changes?



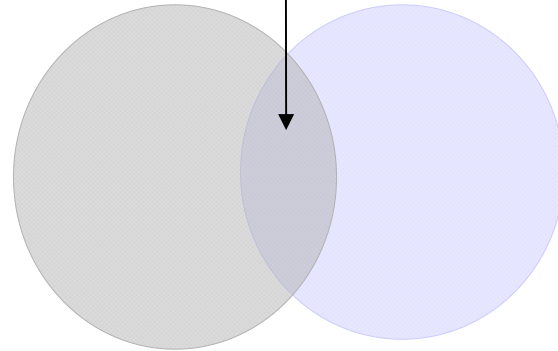
One dimensional political management



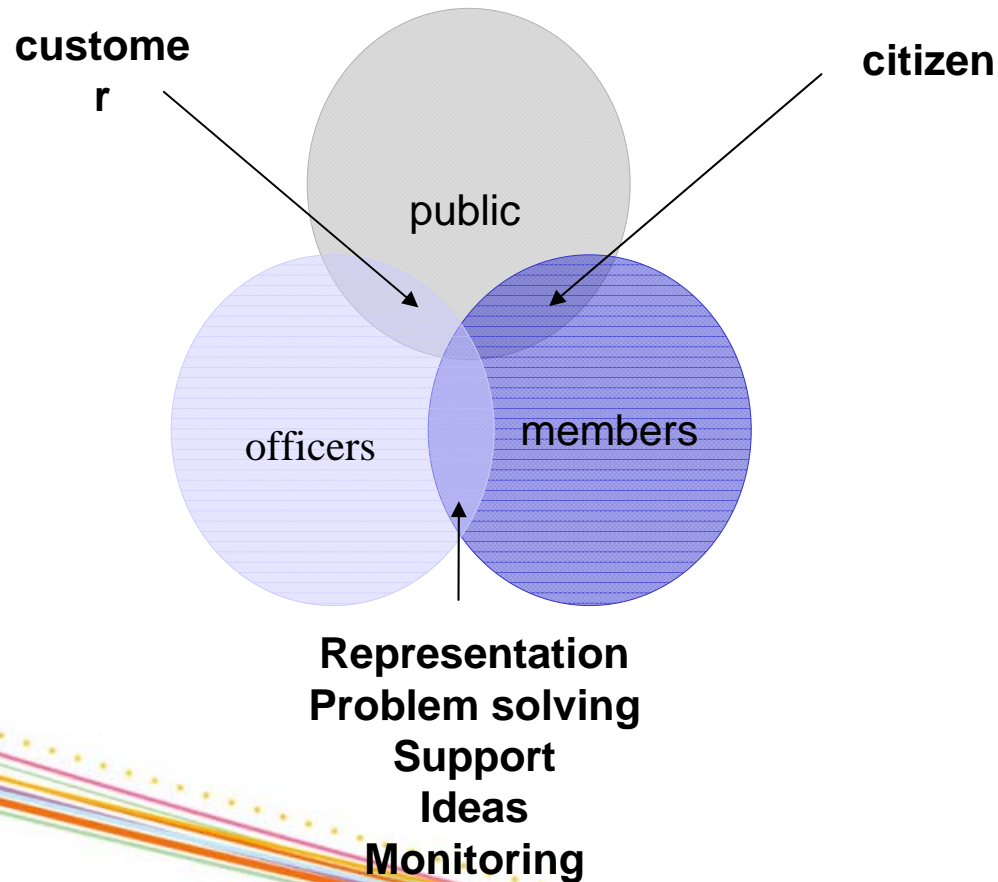
barrier to communication

Two dimensional political management

ideas:
support:
representation:
problem solving:
monitoring



Three dimensional political management



Political skills framework for leading councillors

- Local leadership
- Partnership working
- Communication skills
- Political understanding
- Scrutiny and challenge
- Regulating and monitoring

Political skills framework for leading councillors

Extending the framework for managerial leaders

- Local leadership
- Partnership working, alliance building, leading and managing partnerships
- Communication skills
- Political understanding and leading and managing in a political environment
- Scrutiny and challenge
- Regulating and monitoring

Plus:

- Strategic vision, leading and managing change
- Managing people, resources and performance
- Delivering improved community outcomes
- Developing self and personal skills

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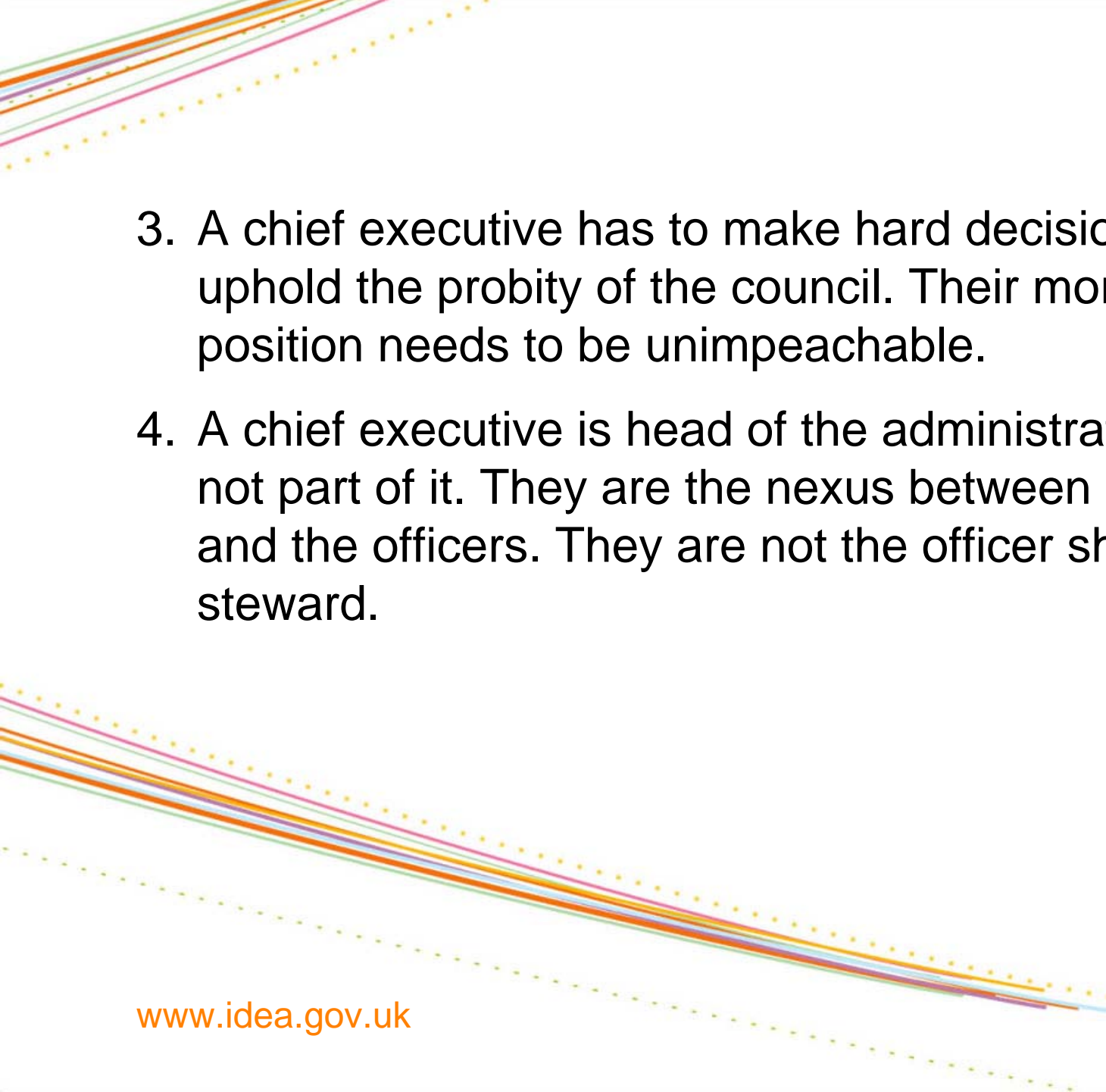


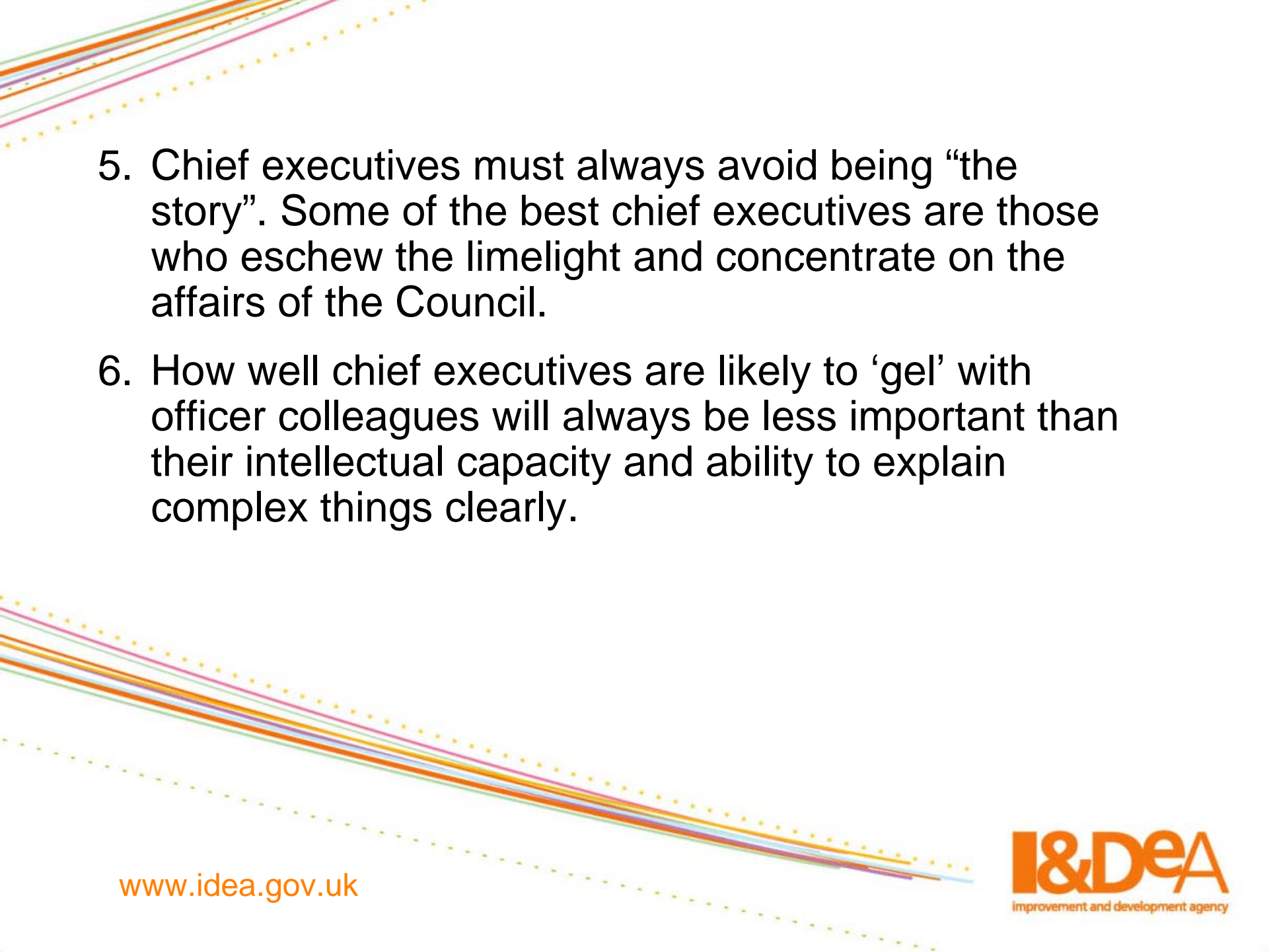
Leading with political awareness for managerial leaders


- Strategic direction and scanning
- Building alignment and alliances
- Reading people and situations
- Interpersonal skills
- Personal skills

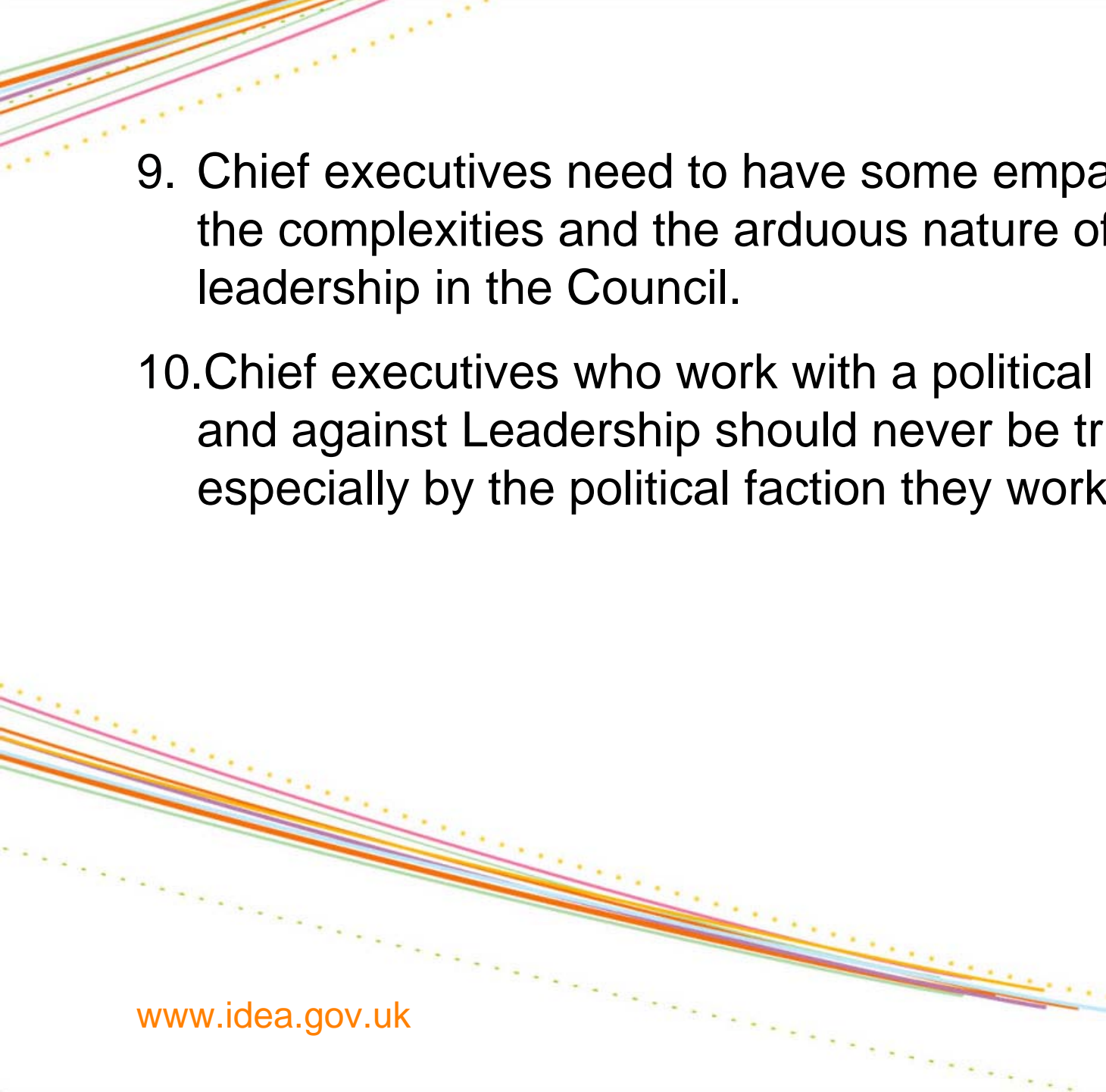
Some do's and don'ts of being a chief executive

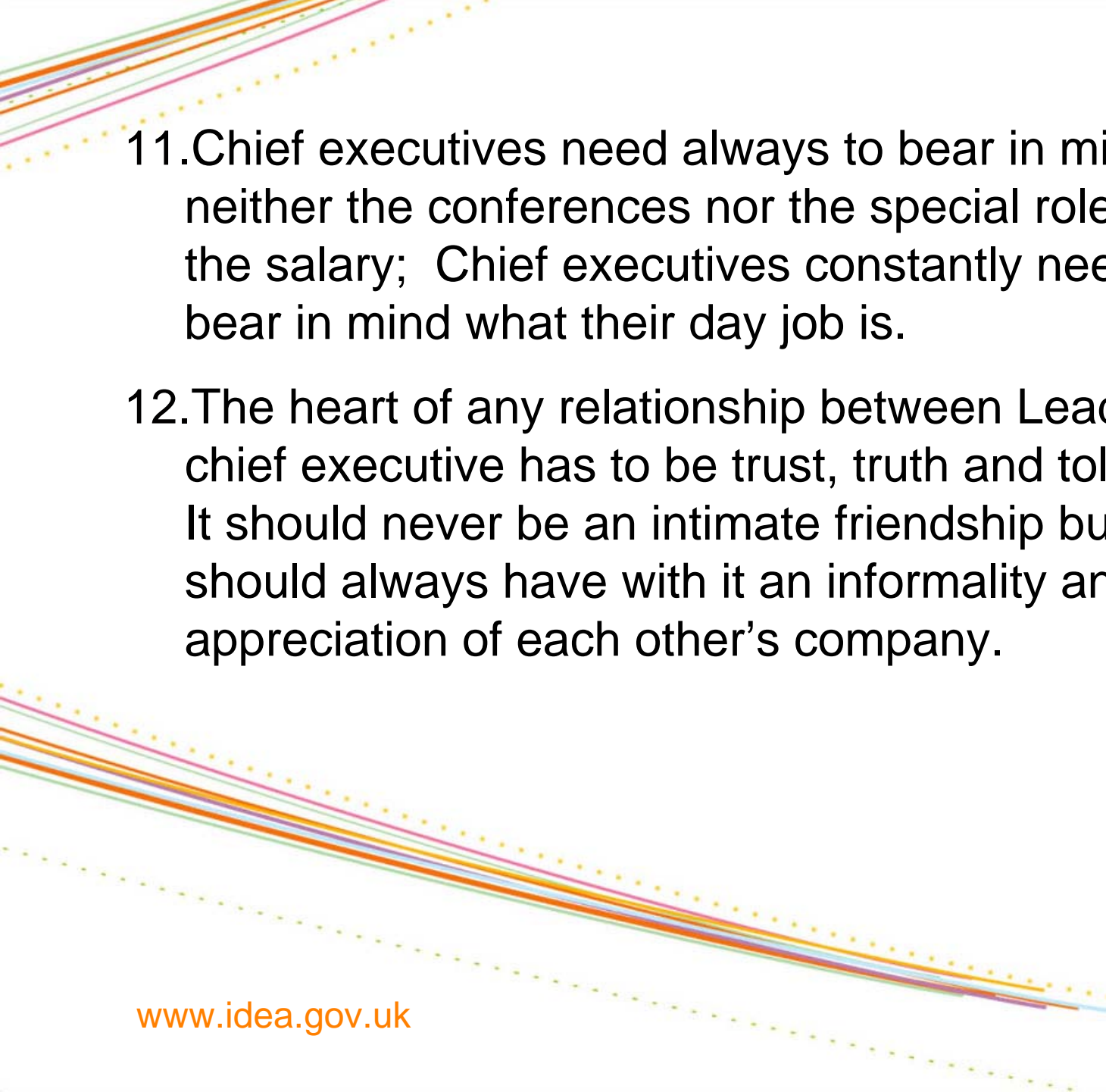
1. However powerful a chief executive may seem, their success is always dependent upon gaining and maintaining high levels of political confidence and approval.
2. Chief executives need to develop a clear sense of purpose and a clear plan. But it is not their plan. It is the politicians'


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3. A chief executive has to make hard decisions and to uphold the probity of the council. Their moral position needs to be unimpeachable.
 4. A chief executive is head of the administration but is not part of it. They are the nexus between members and the officers. They are not the officer shop steward.

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5. Chief executives must always avoid being “the story”. Some of the best chief executives are those who eschew the limelight and concentrate on the affairs of the Council.
 6. How well chief executives are likely to ‘gel’ with officer colleagues will always be less important than their intellectual capacity and ability to explain complex things clearly.

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7. Chief executives need to have, and to demonstrate, the political skills to manage effectively in the spaces between Leadership and Opposition Councillors.
 8. Competent chief executives, with a clear sense of corporate purpose and high levels of approval from the Leadership, never need to fear the working communications between their colleagues and the political leadership.

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9. Chief executives need to have some empathy with the complexities and the arduous nature of leadership in the Council.
 10. Chief executives who work with a political faction and against Leadership should never be trusted, especially by the political faction they work with.

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11. Chief executives need always to bear in mind that neither the conferences nor the special roles pay the salary; Chief executives constantly need to bear in mind what their day job is.
12. The heart of any relationship between Leader and chief executive has to be trust, truth and tolerance. It should never be an intimate friendship but it should always have with it an informality and an appreciation of each other's company.



13. Leaders should have a very clear idea about what they want chief executives to achieve and they should be able to rely on objective and independent support for the negotiation of these objectives and subsequent review of the chief executive's performance



"Congratulations on doing so well on your managerial leadership programme! Wow... flexible, strong and intelligent!"



Open forum

Questions, clarification, debate

Thank you!

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Why is it such hard work?

‘It feels like we come from different planets’

A cultural gulf but one which leading politicians and managers have to bridge if they are to lead council services

Which of the following differences are you experiencing with your 'opposite'?

| characteristics | politicians | managers |
|-------------------------|--|---|
| values & philosophy | political and party values | professional and managerial values |
| conversation & language | 'what do you hear?'- storytelling about real events interests and symbols | 'what do you know?'- reports based on data, information, money, people and things |
| authority & career | representatives who make choices political allegiances, experience and promises power conflict, compromise, change reliance on votes | experts who organise and deliver professional experience, credibility and fit knowledge harmony, co-operation, continuity reliance on position |
| performance | Respond public wishes for practical results quickly | respond to performance indicators and the long term |

Division of labour

| | | |
|------------|-----------------|-----------------|
| | politician | manager |
| management | negotiated role | prime role |
| leadership | prime role | negotiated role |