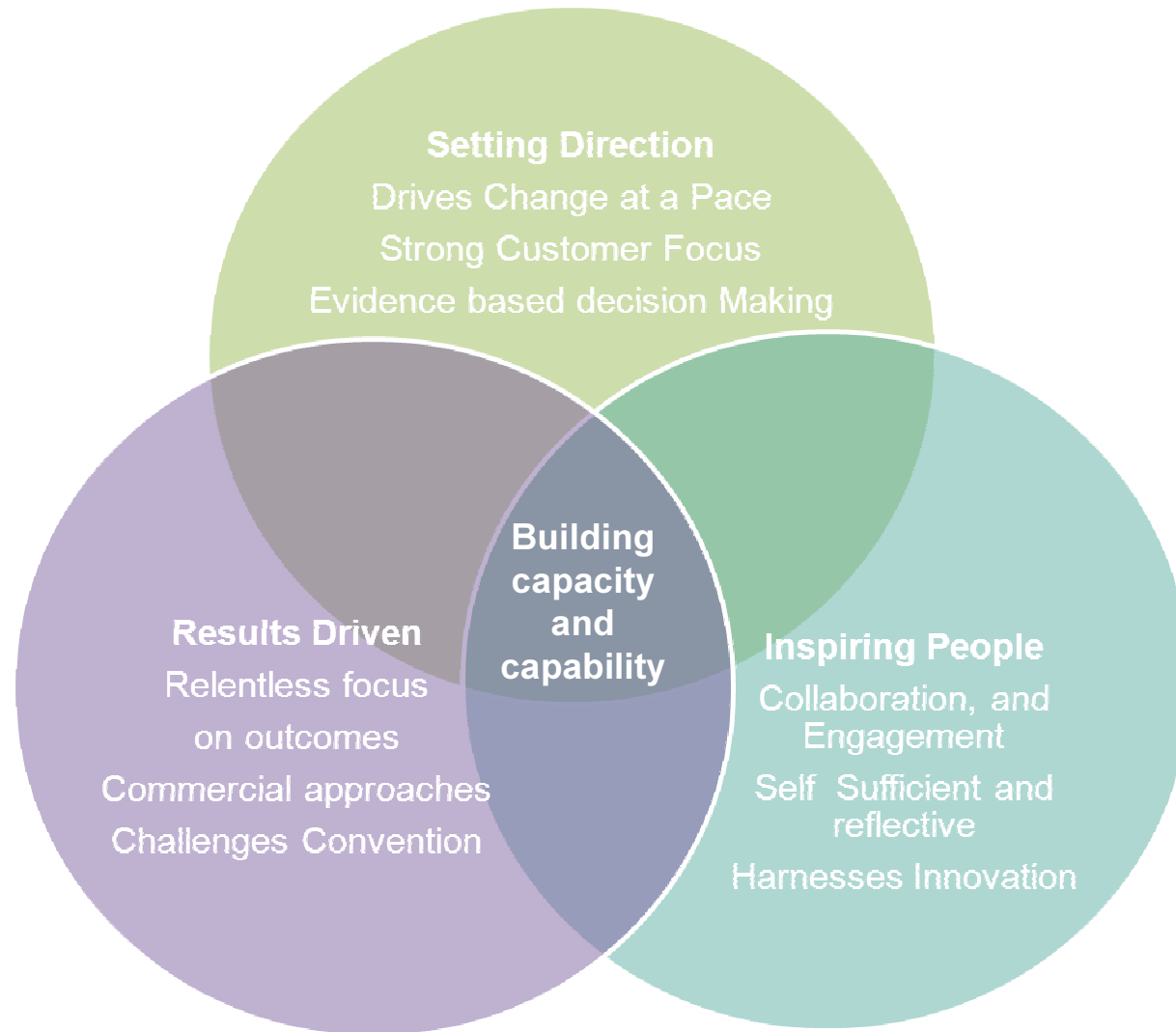


# KCC Leadership and Management Development Strategy 2013



# Purpose

- To outline changes to the Leadership and Management strategy and plan to deliver Facing to Challenge.
- To outline changes to the Kent Manager Standard and address feedback from managers.

# KCC Leadership and Management Development Strategy

- A 5 year strategy which identifies the current profile of our managers and the desired future state.
- Clearly defines future skills and strengths.
- Underpinned by a multi dimensional development programme that is flexible, adaptable and value for money
- 360 approach, with coaching and self reflection
- Benchmark our changing profile
- Return on Investment is measured and evaluated

# The Leadership & Management Framework





# Facing The Challenge

- Leadership and Management Development Programmes, websites and on line support to achieve real change in business approach
- Project and Programme Management development to ensure systematic consistent rigorous approach
- Commissioning and Contract training and development of skills in commerciality and business acumen
- Conversational practice to improve internal / external image through dialogue, to harness innovation and resolve disputes at pace
- Integration and partnership – joint working and service redesign
- Seminars to increase Political Awareness and relationships
- Webinars re Managing a remote outcome focused workforce
- Analytical tools to use customer insight to shape services
- Executive Coaching, Mindfulness to grow resilience

# The Future Manager Programme

- To meet management and leadership demands of future service model (Facing the Challenge).
- Successors identified through TCP process and DMT approved. (Managers to spot talent).
- Initial pilot intake of approx 40 future managers in Feb 14.
- 12 month programme leading potentially to opportunities identified by the business
- 360 assessment before and after, coaching and career tracking to measure return on investment



Kent Manager Module 1: Personal  
and organisational leadership

*Leadership Qualities Framework*

Developing self-awareness

Managing Yourself

Working within teams

Managing people

Managing performance

Making decisions

SENIOR LEADERS

Developing the vision

Communicating the vision

Implementing the strategy



# The Seven Management Modules

1

**Personal & Organisational Leadership –**  
effective, accountable, make the right transparent decisions

2

**Communication & Engagement –**  
listens, facilitates, meaningful conversations, earns respect

3

**People & Performance –**  
develops and embeds a performance culture that delivers results

4

**Commercial Acumen –**  
demonstrates astute commercial and contract management skills

5

**Policy & Systems –**  
understands KCC's key policies and is self-sufficient, making best use of resources

6

**Customer Focus –** engages and builds positive relationships and service design & delivery based on customer needs

7

**Innovation & Change –**  
innovates, champions and welcomes change and makes things happen



# The New Kent Manager proposal

- Seven Management Modules – fewer criteria
- Flexibility to change and evolve the Kent Manager
- All aspects of Leadership and Management development will enable evidence for the New Kent Manager
- Social care skills and competencies mapped across - LQF
- Retain ‘manager’ approval and accreditation – ensure quality, vital for evaluation and external benchmarking.
- Recognition of completion
- Communicate changes and transition arrangements - consistent messages led by CMT, focus groups and communication plan

# Next Steps

- Focus groups set up to input into changes and continually review
- Leadership and Management Framework communicated to staff with Kent Manager transition arrangements
- The New Kent Manager takes over from the old and the Future Manager Programme begins April 2014