

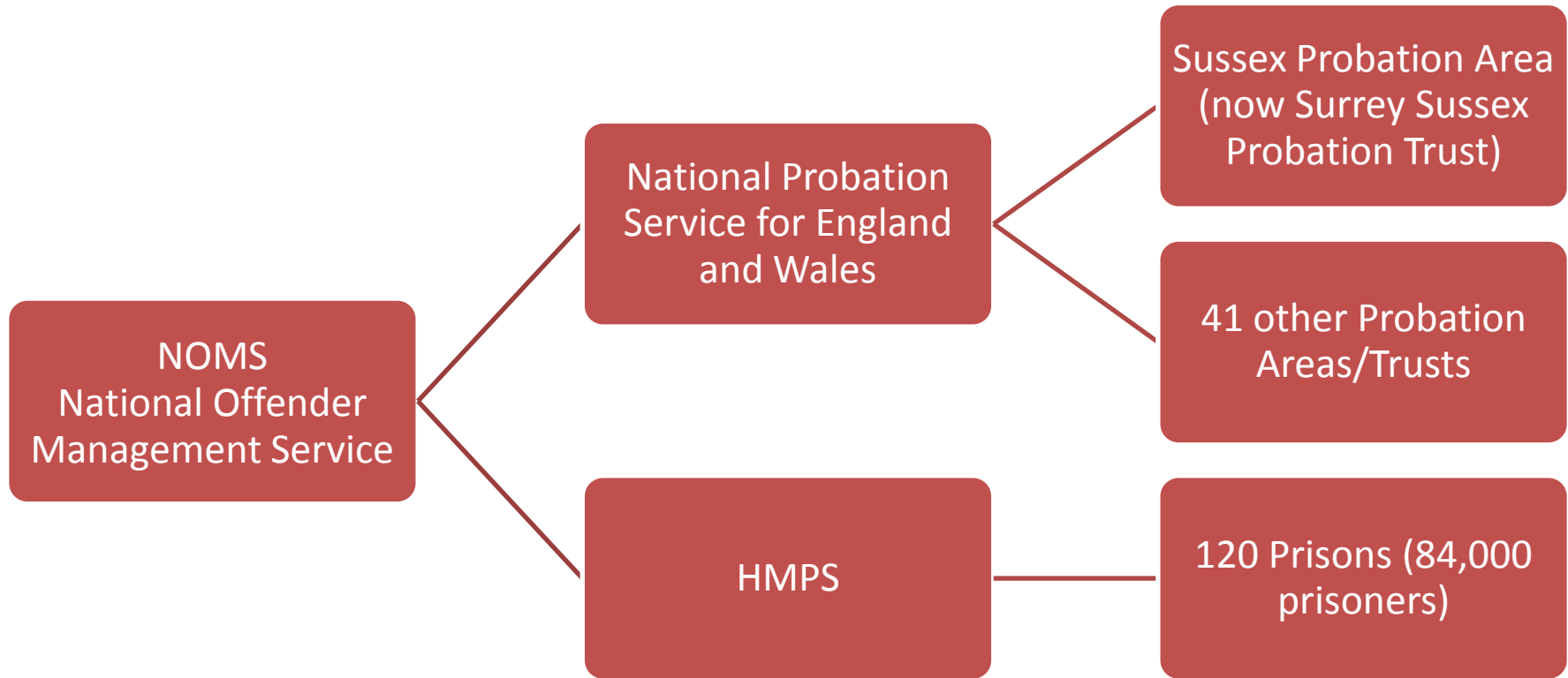


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Leadership Development during times of change at Sussex Probation Service

Amanda Gartshore
Eliesha Training



Sussex Probation



- Manage up to 5,000 offenders at any one time
- Ensure offenders comply with community orders or conditions of release from prison
- Assess and minimise the risk they pose to the public
- Prevent reoffending by changing behaviour, thinking, attitudes and lifestyle
- Protect the public from the risks posed by sexual and violent offenders



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Drivers for a Leadership Development Programme



- Increased focus on CPD
- Wanted managers to understand their own development needs
- Big changes happening – need to increase leadership capabilities
- Launch of new competency model



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Effective Leadership Development Programmes....

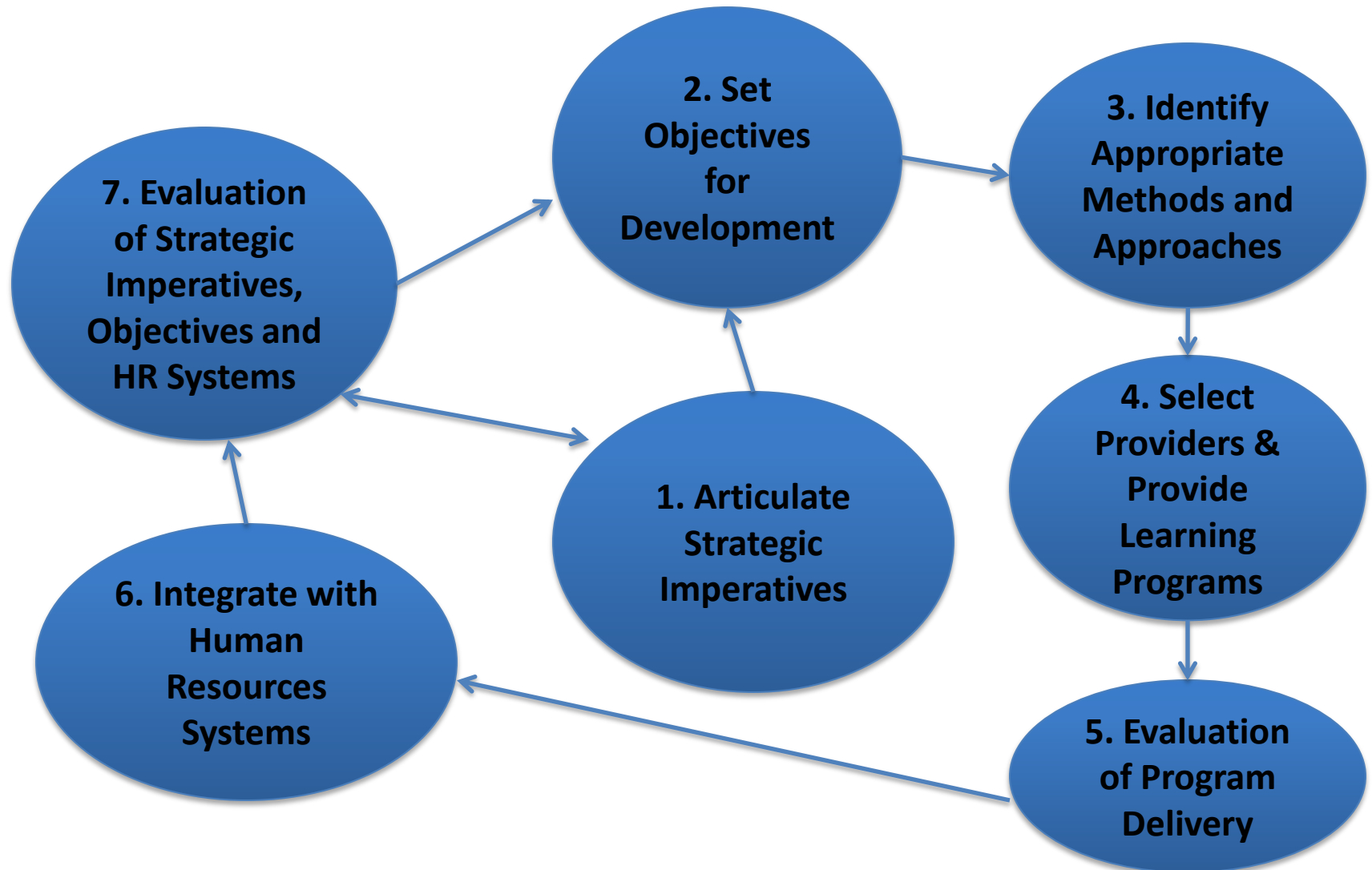
- Provide insight into leadership skills and abilities
- Input knowledge of relevant leadership models
- Make links between models/theory and the organisation's strategic imperatives
- Tell people what is expected of leaders in their organisation
- Provide guidance about how to develop leadership skills in relation to the organisation's strategic imperatives
- Treat people as individuals

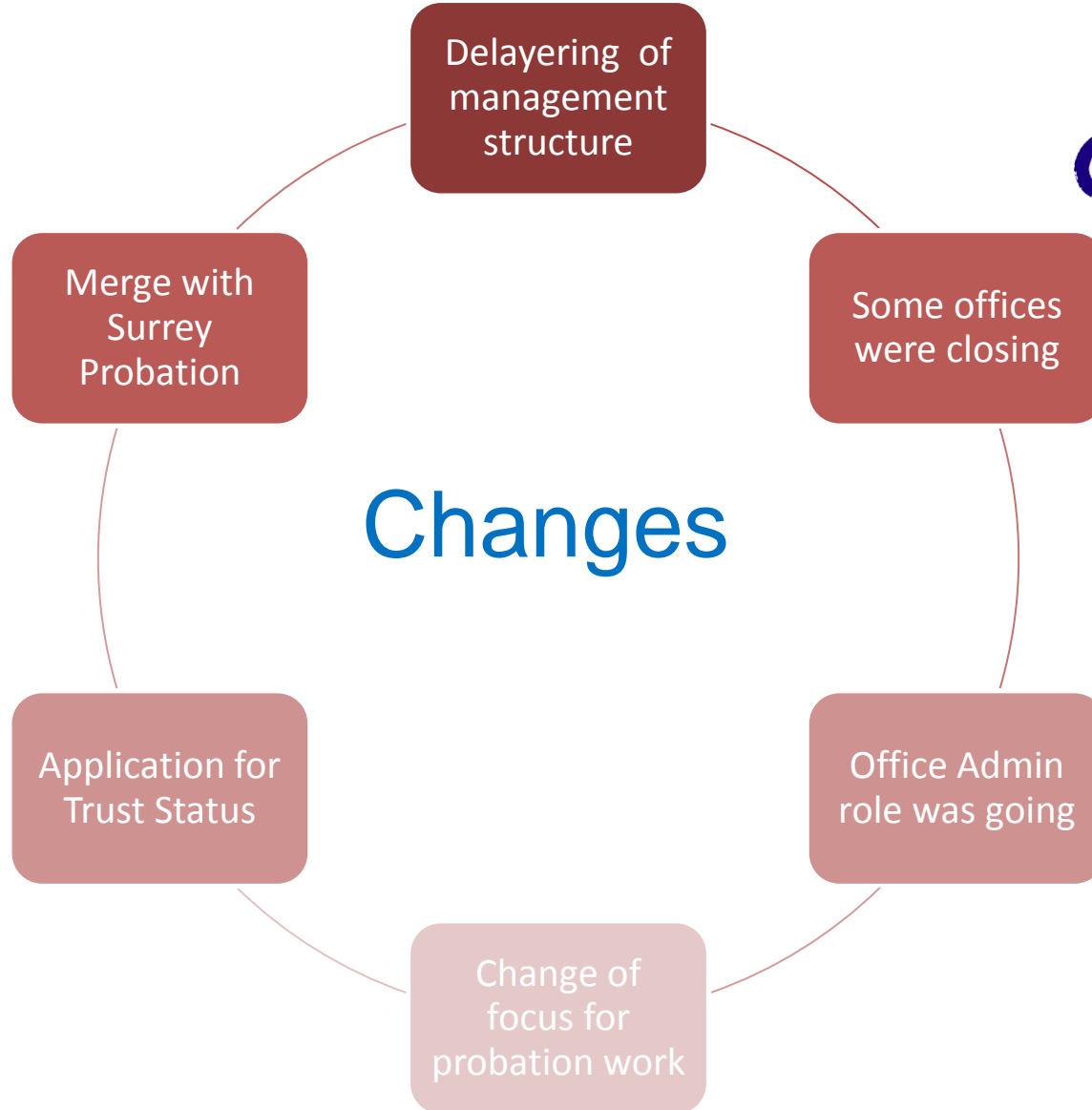


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Cacioppe (1998) An Integrated approach to planning leadership development





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The story of Leadership Development at Sussex Probation



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Broad Objectives



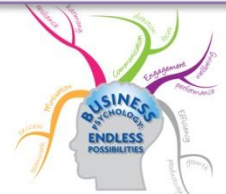
- To equip managers to lead people through organisational change and continue to deliver effective performance against key business objectives
- To support the Area's transition to Trust status by 2010
- To introduce a new model of Leadership Competencies
- And.....continue delivering business as usual



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Middle Manager Leadership Development Programme



Senior Development Programme



2-Day Team Building Development Centre

Team Development Report

2 x individual Coaching Sessions



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Sussex Probation Area Competency Model



- Sets direction and puts work into context
- Develops themselves and others
- Provides a high quality service
- Inspires trust and confidence
- Relationship skills



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Development Centres



- Day 1:
 - Group negotiation/decision making exercise
 - MBTI presentation and feedback
 - Role plays
 - Reflective Learning Logs
- Day 2:
 - Group discussion and presentation
 - Input and discussion on transformational leadership and the Kouzes and Posner Model of exemplary leadership
 - Small group discussions on the K&P model
 - Goal Setting session



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Kouzes and Posner practices of exemplary leadership



- Model the way
- Inspire the shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Kouzes JM and Posner BZ (2007).

The Leadership Challenge, 4th edition



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Development Centre Outputs



- Individual Action Plans and Reflective Learning Logs
- MBTI reports
- Development Centre Reports
- Overall Development Needs Analysis Report



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Coaching and Action Learning Sets



- Coaching
 - 1 x 2 hour sessions for each manager

- Action Learning Sets
 - 3 ALS's per cohort



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Initial Issues



- Is it assessment or development?
- What if my job's going?
- What happens to my Development Centre report?
- Do we trust this process and these people?
- This is the wrong time to do this!



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Teething problems



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What went well



- Developed a high degree of trust in the process
- Gave individual feedback after each activity at the Development Centre
- Coaching – many managers appreciated time for themselves
- We were able to take a flexible approach to the coaching sessions
- Competencies – “now we know what’s expected of us”
- MBTI
- Transformational Leadership and K&P model
- Development Centre Reports were well received



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Frustrations



- There was little control over the programme components
- Action Learning Sets were poorly attended and were difficult to get going
- The reaction of some experienced managers was disappointing
- We ran a 'live pilot' which had its ups and downs
- The senior team went through the process last – this was interpreted negatively by some managers
- The timing was constantly mentioned



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Next time....



- Encourage the senior team to go through the process first
- Involve internal training staff in Action Learning Set delivery
- Read between the lines – is this assessment or development?
- Don't do a live pilot



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Longer term

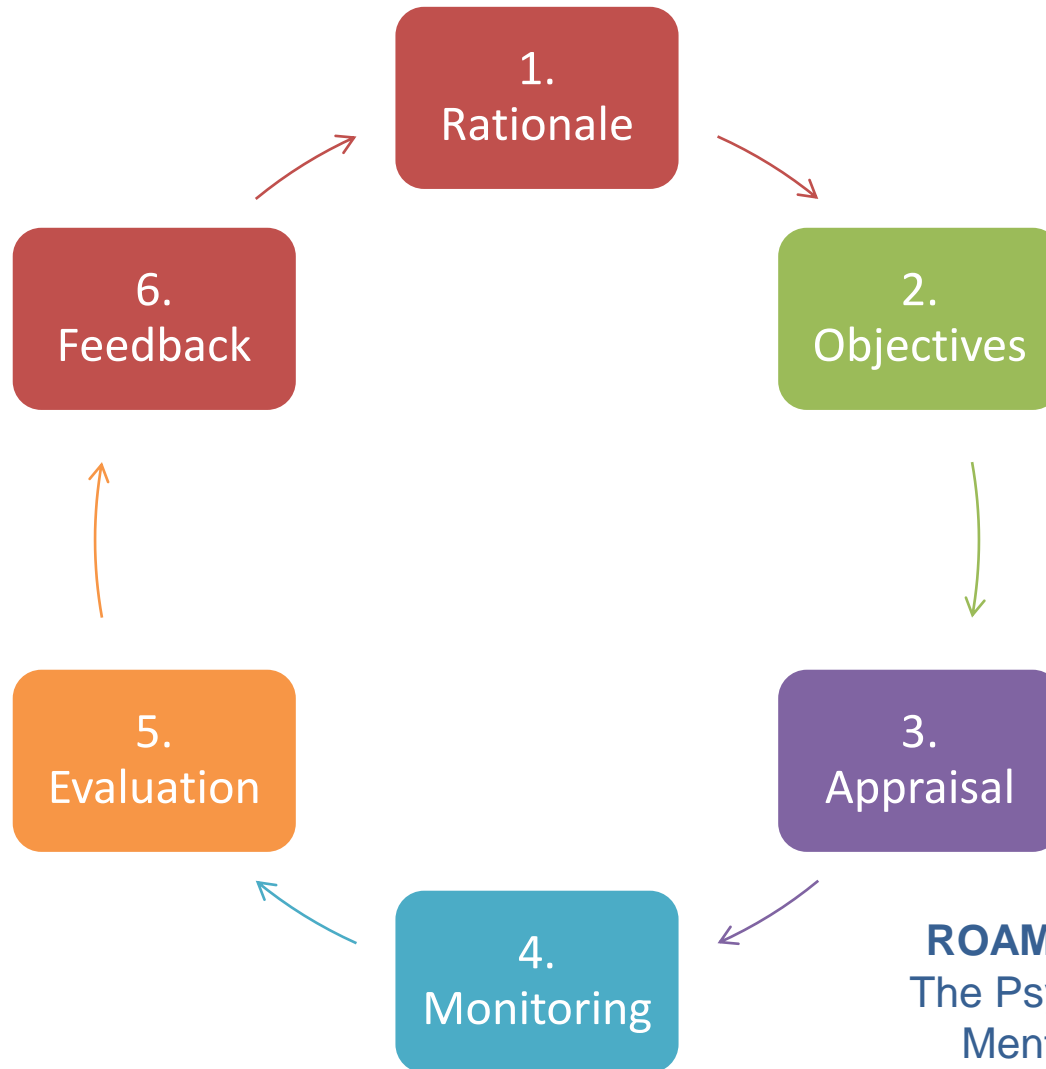


- Surrey and Sussex probation have merged and become a Trust
- The Surrey management team have also been through the same process
- Sussex/Surrey have trained selected managers in AI techniques
- Has it increased their leadership capabilities?



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ROAMEF Framework from
The Psychology of Coaching,
Mentoring and Learning
(Law et al 2007)



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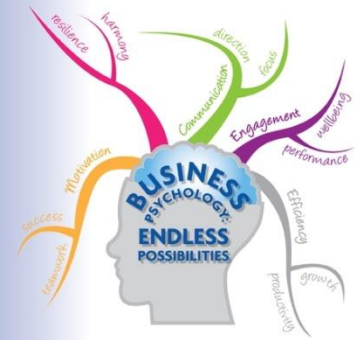


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Thank you!

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