

Decision Maker	Employment Committee
Subject:	Leadership and Management Programme (LAMP)
Report by:	Head of Human Resources
Wards Affected	n/a
Key decision (over 250k)	n/a

1. Purpose

- 1.1 To present a review of the Leadership and Management Programme (LAMP) which:
- reflects the underlying philosophy used in the creation of the programme
 - demonstrates the role as initiator of transformation of organisational culture
 - details the progress made in its delivery since its introduction in September 2011 and how feedback from participants has helped to shape the sessions.

2. Recommendations

- 2.1 For information only

3. Background

3.1 Our Underlying Philosophy

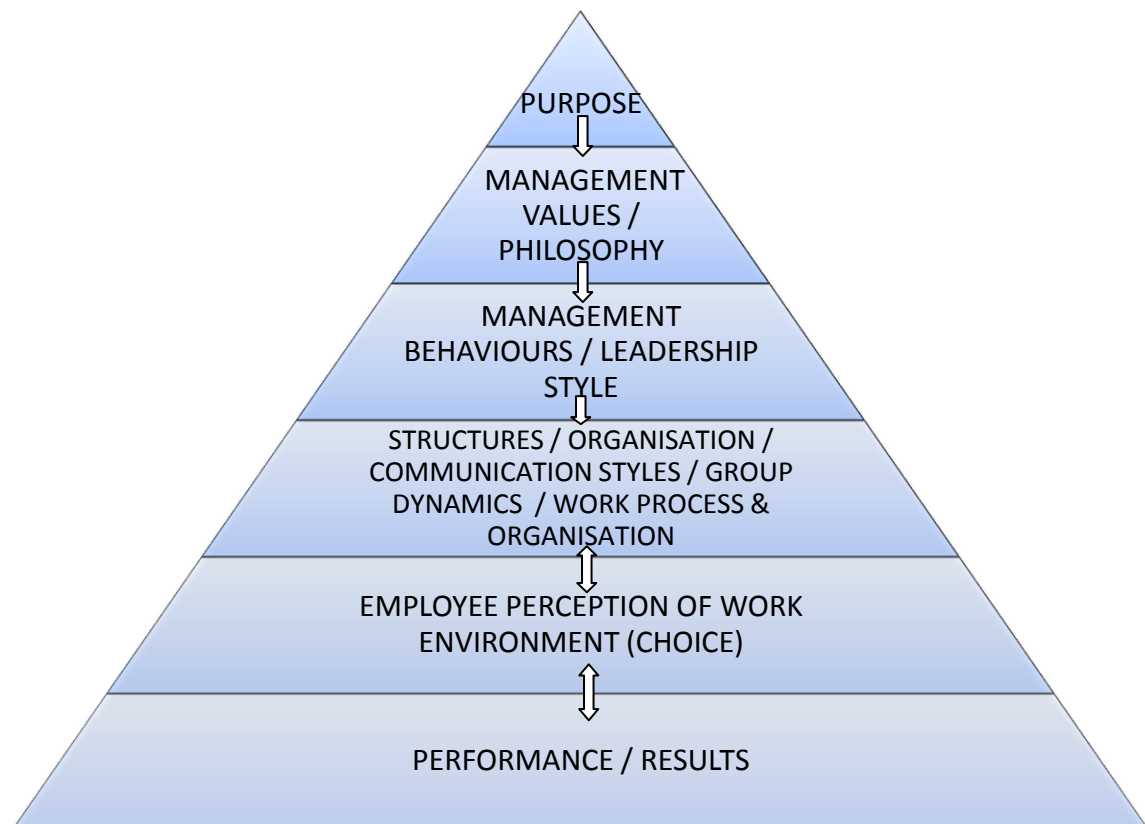
- 3.1.1 Organisational culture is directly driven by management philosophy (the way that managers view their purpose, the values they hold, their fundamental beliefs about their role as a manager)
- 3.1.2 No behaviour, structure or dynamic in an organisation happens by chance, it stems directly from the management philosophy
- 3.1.3 The management philosophy drives the type of leadership styles and behaviours. This creates and dictates the way the organisation is structured and the way it operates.
- 3.1.4 Employees assess 'the way things are round here' and feel engaged and motivated or not.
- 3.1.5 Performance and results are variable dependent on the levels of engagement and motivation
- 3.1.6 The philosophy of every manager comes from good and positive intentions, but some paradigms are more effective than others (e.g. leading by authority and control vs leading by authentic and genuine example)
- 3.1.7 We see what we expect to see (troublemakers, slackers, brilliance, intelligence, laziness). Therefore if we want to see something different in

our culture we need to change our expectations. There is no point making intellectual changes to behaviour (as opposed to genuine and authentic) or indeed our processes and expecting culture change. We need a change in philosophy

3.1.8 As everything is driven from management thinking, culture can only be changed from a change in the management paradigm (changes made from a sideways direction will not be effective in producing a genuine global culture change) i.e. 'initiatives' will actually do very little to change culture because they are a 'sideways change'. There is also the danger that initiatives are not perceived as genuine – because they don't come from genuine beliefs. For example, people may not feel empowered by having a consultation meeting / process if they believe that decisions have already been made and that discussion and disagreement is not welcome.

3.1.9 There is significant research that shows that the way we are managed has a direct effect on how motivated and engaged we feel. We are more productive and effective when we are motivated and engaged (Gallup 2009).

3.1.10 The Organisational Behaviour model (Aplin 2012) below shows how management philosophy drives organisational results:



3.1.12 This model works on the basis of a single manager or on an organisational scale

3.2 Creation of the LAMP

- 3.2.1 Significant internal research into existing leadership and management provision and employee feedback and demand was undertaken. From this it became evident that by enabling managers to understand the impact of the way they view their purpose, the values they hold and their fundamental beliefs about their role as a manager, an organisational cultural shift would be initiated.
- 3.2.2 At the launch of the Transformation Agenda and the guiding principles there was an even clearer linkage to be made for the role of the LAMP in underpinning the cultural shift required to deliver the successful Transformation.
- 3.2.3 The LAMP programme engages managers to think about their fundamental beliefs and perceptions and challenges the truth of their own management philosophy. It explores the meaning of great leadership and clearly demonstrates the direct impact that they have on the motivation and engagement of their teams. It challenges managers to find out their impact first hand by seeking feedback on their behaviour through a 360° feedback process. It provides them with experiences and skills to see their world of management in a different way
- 3.2.4 The LAMP programme is essentially one long journey designed to invite managers to reflect on the way they view management. The purpose of this is to initiate the transformation of the culture of PCC

4. Implementation

- 4.1 Commenced delivery in September 2011
- 4.2 The attached appendices show the reports written for SDB and CTB to update them on the feedback received regarding the LAMP courses.
- Appendix 1 – LAMP Report February – April 2012
 - Appendix 2 – LAMP Report September 2011 – January 2012

These will continue to be written on a quarterly basis.

5. Strongly Endorsed vs Mandatory / Compulsory

- 5.1 There has been continued debate regarding this issue amongst all staff.
- 5.2 In April 2012 SDB agreed to continue to use strong endorsement as opposed to mandatory following discussion around the paper attached as Appendix 3 and understanding the fundamentally detrimental effects to the delegates' mindsets if they are forced to come. Not to mention the effects on the ability to learn of their more willing colleagues

6. Key Findings and Recommendations

6.1 Information only report

7. Conclusion

7.1 Based on the feedback received and the numbers attending the programme is a success – to receive such consistent levels of high scoring is an excellent indicator.

7.2 The fundamental measures of success of a management programme are around the performance of the organisation as a whole and as such there should be positive impacts on the following measures:

- Absenteeism
- Levels of engagement (measured through Employee Opinion Surveys)
- Service level performance
- Customer satisfaction levels

8. Equality Impact Assessment

8.1 Information only report.

9. Head of Finance Comment

There are no additional financial consequences arising directly from the recommendations contained within this report.

10. Head of Legal Services Comment

As an information only report, the Head of Legal Licensing and Registrars is satisfied there are no legal implications arising from this report.

Signature

Date

APPENDICES

Appendix 1 LAMP Report February – April 2012

Appendix 2 LAMP Report September 2011 – January 2012

Appendix 3 Strongly Endorsed vs Mandatory discussion paper for CTB (Feb 12)