

Pathways to Transformational Leadership

"Many times I realise how much my outer and inner life is built upon the labours of my fellows, both living and dead, and how earnestly I must exert myself in order to give in return as much as I have received." **Albert Einstein**

1. Introduction

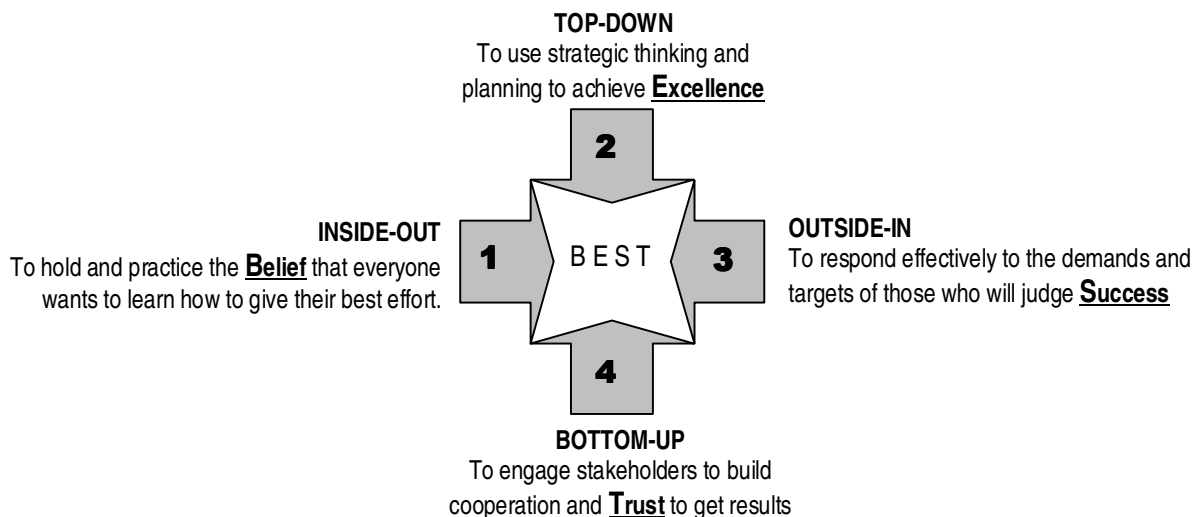
Unfortunately, there are no handily numbered steps that we can follow to grow leadership behaviours in managers. This is because so many of the characteristics that we ascribe to leadership have to come from deep inside people. Systems are important as they provide the context that influences behaviour from the outside-in and the way people cooperate to make things work from the bottom-up. Leadership for transformational change has therefore to be seen from a number of perspectives, not just from the top-down.

What is proposed here is a process for developing leaders for change by engaging managers and team members at all levels in four **Leadership Pathways**. All four reflect the aspirational values of what being the **BEST** means to Birmingham City Council. This links into the BEST Programme and the need for leadership for change to be demonstrated at all levels across the organisation.

2. Leadership Pathways

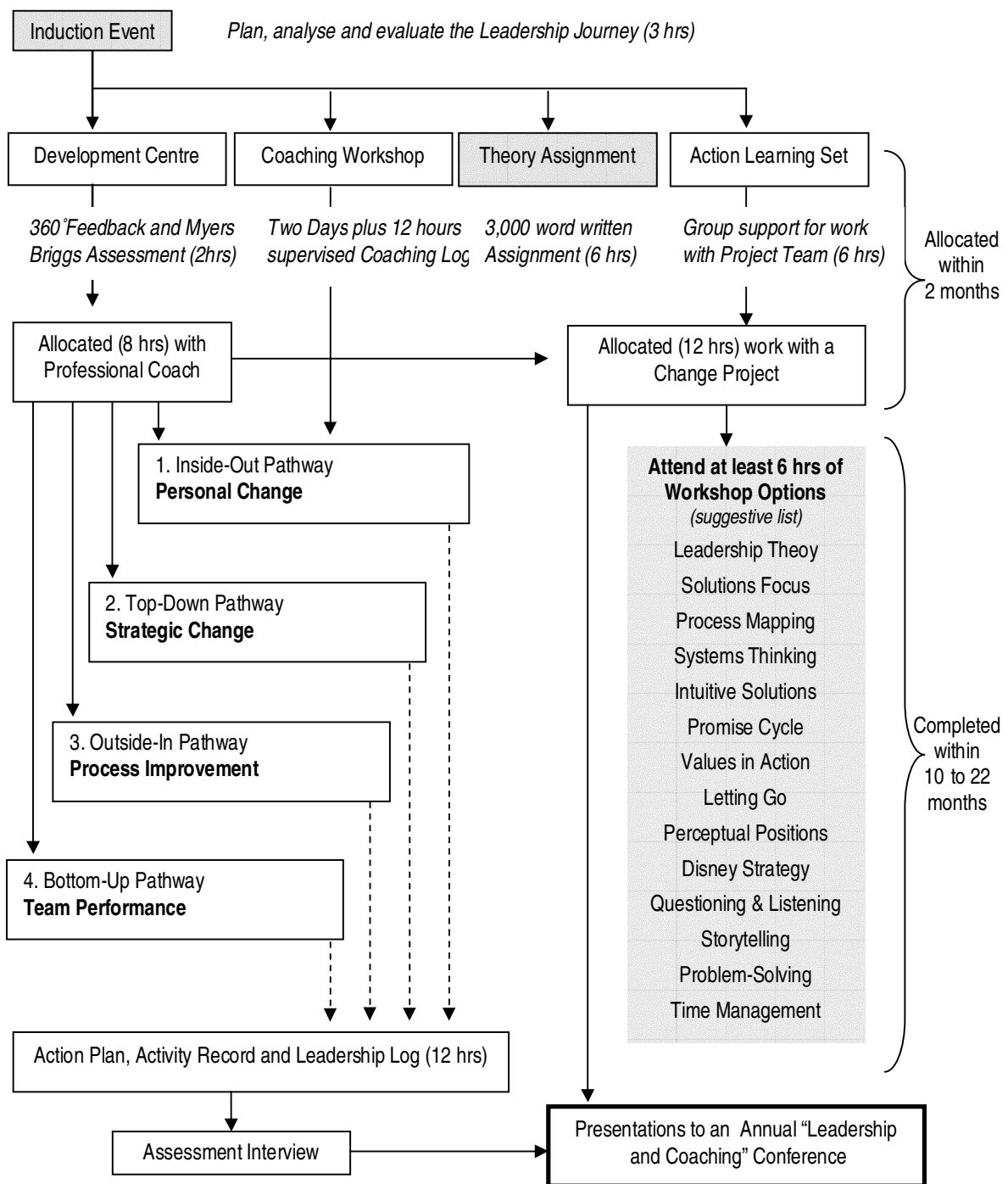
The four Leadership Pathways outlined below reflect the four main sources of energy that drive change in organisations. It starts with the **Belief** that individuals understand what self-leadership means when they have to change their habits and mindsets from the **inside-out**. The direction for that change and the required standards for **Excellence** are framed from the **top-down**, with citizens, customers and community groups judging **Success** from the **outside-in**. This requires a working context where key stakeholders **Trust** each other enough to build their capacity to improve the way they work together to change the culture from the **bottom-up**.

This is not be a traditional leadership development programme, but it will offer Birmingham City Council Managers a range of learning opportunities to master how leaders think, feel and do things to achieve transformational change within themselves and others.



3. Learning Activities

Nothing new can be learned or changed until each pathway is travelled and the complex links between them understood. This is what makes leadership dynamic and authentic. It is appreciated that everyone's situation is different and they will have their own personal learning needs, customer demands, performance targets and resource constraints to deal with. The following proposal offers participants the flexibility to learn from reflective practice, as well as group learning activities and demonstrate their leadership capabilities through direct action.



What galvanises leadership for change are shared visions, common objectives and mutual interests. The Leadership Pathways explores individual as well as collective issues in areas where the City Council wants to focus its change effort. The impact will be assessed via local performance indicators, employee survey results, customer/client satisfaction results, employee attendance and PDR records. This makes leadership for change both real and relevant to the organisation, its employees, customers and stakeholders.

Outlined above are the learning elements that can be completed within 12 months or spread over 2 years. They amount to 12 days (80 hours) contact time plus the recording of workplace experiences and lessons learned. Some additional elements such as a “Theory Assignment” will be required to obtain a Certificate in Leadership and Coaching, accredited by the Institute of Leadership and Management (ILM) and Associate Membership of the ILM. About 50 managers could be launched into the process every two months as from January 2007. Subject to funding 200 employees a year could participate, priority being given to managers involved in corporate change projects.

Within the first two months, all participants must attend a two day ‘Coaching for Performance’ Workshop. They must demonstrate high standards of interpersonal communication which they will be expected to display in all aspects of their work.

4. The Leadership Journey

At the Induction Stage participants will be introduced to the Leadership Journey, which includes the 75 hours of learning activity and the support available in the form of professional coaches, library facilities, e-learning resources, etc. They will have participated in Development Centre exercises to establish their personal learning/change goals, attended a two-day Coaching Workshop and been allocated to an Action Learning Set.

Participants will produce an Action Plan of how they intend to engage with each Leadership Pathway and collect evidence of their experience and lessons learned through their everyday work. These elements will also link into any project work outside the workplace that they are involved in.

Additional workshops can be chosen to support the personal learning needs of participants at a number of points throughout the year. They must attend at least three. At the end of their learning cycle participants must submit a copy of their learning experiences in the form of a Leadership Log which will form the evidence for a final Assessment Interview.

Examples of good practice will be showcased at an Annual Leadership & Coaching Conference for all participants and attended by their Heads of Service and Executive Management Team, with awards presented by the Chief Executive/Leader of the Council.

5. Organisational Development Workstreams

As part of the new corporate Organisation Development proposals this leadership and coaching initiative contributes to the **Leadership & Management Development Workstream**. Its impact on other streams will be monitored and evaluated. The Leadership Pathways support the aims and values of the BEST Programme which is designed to shift hearts and minds and build the capacity of managers to be leaders of change.

1. The **Inside-Out Pathway** will promote *leadership for learning*, personal responsibility and career planning. This will be seen as a major investment in developing talent amongst aspiring managers and aiding recruitment and retention.
2. The **Top-Down Pathway** will promote *leadership for strategic thinking*, vision building, policy development and political sensitivity. This perspective will focus on creating the conditions and composing a coherent narrative to support “fast” change in critical areas.
3. The **Outside-In Pathway** will promote *leadership for effective communication*, service and engagement, by championing the business transformation process as a vehicle for improving service standards and levels of citizen satisfaction.
4. The **Bottom-Up Pathway** will promote *leadership for performance*, team development, value-for-money and partnership working. This perspective will contribute to reducing waste in work processes and improving relationships to realise system improvements and service benefits.

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