LEADERSHIP DEVELOPMENT

Executive summary

1. This paper seeks Leadership Group’s agreement to a stated remit for LG and asks LG to consider issue relating to values and culture in advance of a leadership development workshop to be held on 22 January.

Issues and Options

Purpose of Leadership Group

2. LG discussed the purpose of the Parliament’s Leadership Group at its meeting on 20 November 2017. The aim of that discussion was to create clarity around LG’s role in order to focus the group’s efforts to greater effect. LG agreed that the current stated purpose which limits its role to an advisory one did not reflect reality and, in any event, was not one which would best serve the Parliament and its staff.

3. Having discussed this issue previously, LG is asked to formally agree to the following remit:

   The Parliament’s Leadership Group leads the organisation by:

   • Setting its strategic direction;
   • Monitoring performance at a strategic level, taking into account operational performance, delivery, capacity and prioritisation;
   • Acting as custodian of its aims and values, including leadership, management and change best practice; and
   • At the strategic level, taking decisions, managing risk and seizing opportunities.

Once agreed, the revised remit will be published on the Parliament’s website.

Leadership Values

4. Values are the biggest influencing factor on an organisation’s culture. Values shape the culture and, together with a clear vision, define the character of the organisation. Leadership Group is aware of work that a group of colleagues across grades and offices has been undertaking since last summer to review and revise our organisational values. This work has recognised that as the organisation is made up of people, individual values need to align with corporate values to drive the behaviours that will deliver our strategy in the most effective way.

5. The main aim of this work has therefore been to move us away from the current static statement of values (“integrity, accessibility, respect, efficiency, agility”) towards a more interactive framework which provides practical models of behaviour
that can be supported and rewarded. This framework will allow our values to be translated into our culture in order to ensure more than ever that we set and live up to behavioural standards in delivering our strategy and objectives.

6. Good progress has been made and LG will be asked to consider and discuss values at its leadership development session on 22 January. The draft framework that LG will be asked to consider will seek to focus the organisation on outcomes covered by four value statements. Before then, it may be useful for LG to discuss what it values in how LG members work with each other when acting as LG in order to identify team values at the senior management level.

7. LG will recall discussions on Kantor’s “Four Player Model” of dialogue at our previous leadership development sessions last year. The model is valuable in identifying behaviours during discussions and allowing participants to keep in touch not only with how they are participating in and responding to the discussion, but how other participants are doing so.

8. This may provide a good starting point for identifying team values. The things that we value when working together as LG could include: listening properly, supporting each other, challenging constructively, self-awareness, keeping an eye on overall strategy, trust, valuing expertise and so on. LG is asked to discuss and identify what it would class as team values for LG. This can be expanded upon at the 22 January session.

Summary

9. By taking time to focus on organisational values, LG is being asked to commit to seeing them properly embedded in the work of the organisation. The purpose of LG set out in paragraph 3 gives LG enormous influence on the culture of the organisation, but only if it role models the values that keep our desired culture in
place. As senior leaders, LG members need to be conscious of what we say, how we say it and how we react as this is where we demonstrate what we truly value.

10. The values and behaviours framework we are working towards will, as well as providing general guidance for all of our activities, give us an explicit tool for recruiting new staff, managing performance, and retention of the staff who work here. Evidence shows that where there is a close fit between individual and organisational values, job satisfaction – and therefore performance – is high. Recruiting, developing and retaining staff in line with our values is consequently important to the continued success of the organisation. As well as role modelling positive behaviours, therefore, LG should be ready to take action - and support others to take action – where behaviours run counter to our agreed values.

11. **LG is invited to discuss the importance it attaches to agreeing, role modelling and supporting a values and behaviours framework for the organisation.**

**Resource Implications**

12. There are no resource implications from the issues raised in this paper.

**Dependencies**

13. Successful implementation of the revised remit depends on LG shaping its work in line with its terms. Successful adoption on the values framework relies on recognition of the behaviours that deliver or undermine those values and action being taken to reward or address those behaviours. The main onus for securing this greater emphasis on values lies with LG who should actively role model positive behaviours to avoid this change being purely a cosmetic one.

**Governance issues**

14. The issues raised in this paper are ultimately the collective responsibility of LG members. As stated, much of the work to date on organisational values has been carried out by a working group from across the Parliament, facilitated by colleagues in HR.

**Publication Scheme**

15. This paper can be published.

**Communications**

16. No formal communications are suggested at this stage. If agreed, Group Heads may wish to cascade the revised LG remit to staff in their groups, explaining the shift that has been made from the previous position. To ensure consistency, an agreed text can be provided for this purpose.

17. The discussion on values will feed in to further considerations at the 22 January leadership development session, after which LG’s views will be communicated back to the working group on values. Formal communications will be drafted for the roll out of the final framework around the end of March 2018.
Next steps

18. If agreed, the remit will be published on the LG website pages. Issues relating to values will be discussed further at the leadership development workshop on 22 January. Thereafter, the intention is to engage with different groups (e.g. Grade 6 colleagues undertaking leadership development training, the D&I Board etc) before finalisation and roll-out around the end of March 2018.

Decision

19. LG is asked to agree the revised LG remit and to discuss the issues relating to values set out above.

David McGill
January 2018