

Developing Leaders and Managers:

Leaders and Managers are often appointed because they have excelled in other areas of work, operationally they are very skilled, but does this translate into a leadership or management skillset?

This document will look into;

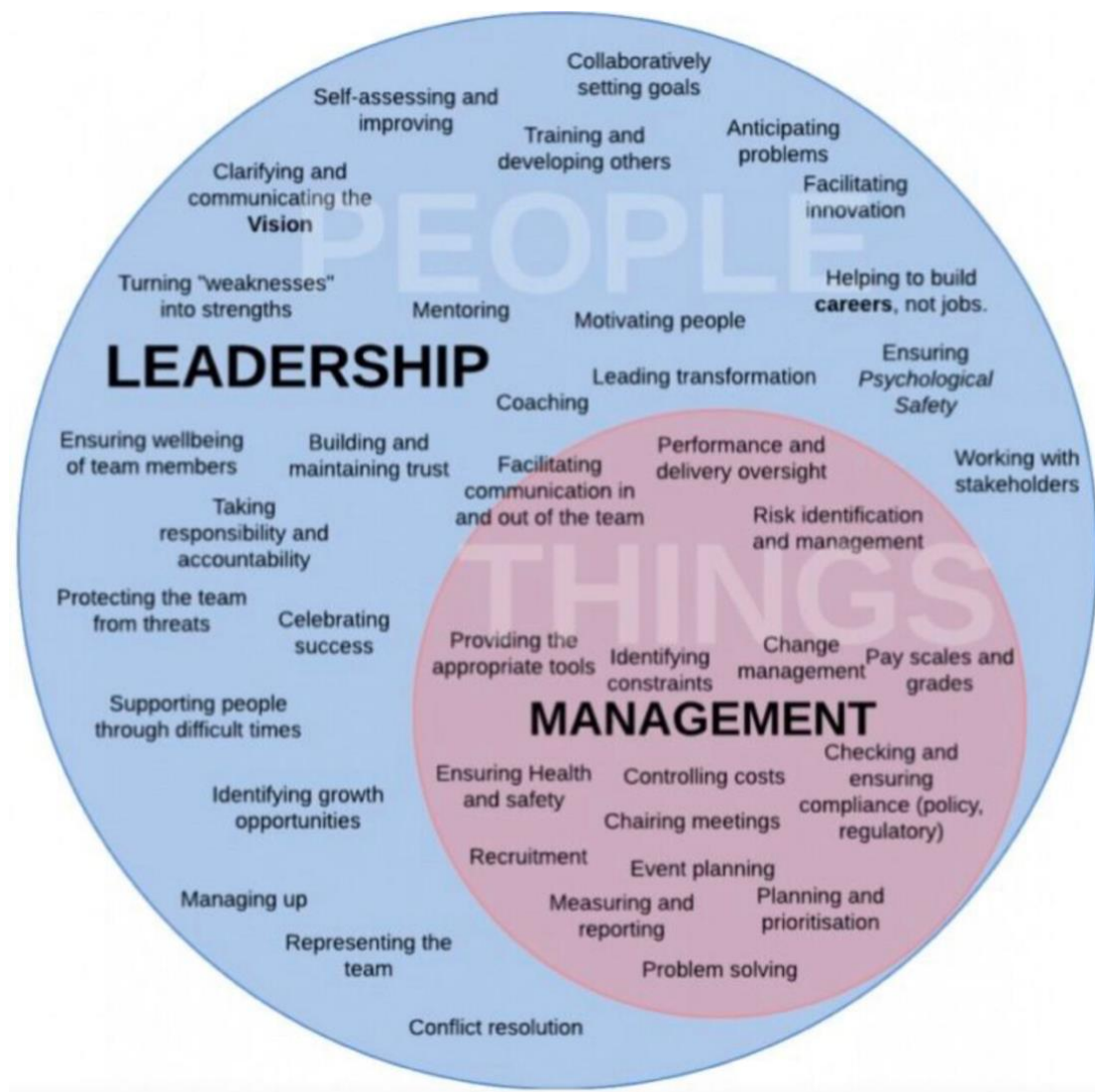
1. What are the differences between leadership and management?
2. Are we supporting staff to transition into these roles effectively?
3. What do they need to succeed?

If we leave people to manage or lead without providing them with the tools they need they will go through many types of behaviour without ever being effective. Ask yourself if any of the following ring true;

- Managers who just do their old operational job and nothing more
- Leaders who have become maverick and start operating their own set of rules
- Leaders or managers who just don't get the company ethos or vision and go in the wrong direction
- Managers or leaders who blame everyone around them
- Leaders or managers who don't support staff, they increase workloads exponentially
- Managers and leaders who abdicate responsibility

The list goes on but this gives you an idea of the problems that arise when management and leadership aren't well aligned with the company, or they do not understand their job roles well.

So what does a manager do and what does a leader do?



These roles are not mutually exclusive and they do overlap, but the general distinction should be clearer to you now.

Which of the above skills are the main parts of the role you need your leadership or management to have? Write a list of maybe 5-10 of the main parts of the role.

From this list we will work through a process to help set expectations, measurable targets and support structures for those new to the role, and provide a basis for recapping and having a conversation with those who are already in the role.

Change Leadership Checklist:

In order to prepare for the change in leadership or management there is some preparatory work it is very useful to consider. Below is a checklist of key considerations for change management.

Steps	Key Questions
Laying the foundation	<ol style="list-style-type: none">1. Why is change necessary? How can we say this so that employees will understand?2. What is the end state vision? Is this clear and compelling?3. What pain points will the change help to resolve?4. What is in and out of scope for the change?5. What are the requirements for the end state?6. Who will help guide the change and how?7. How will we know when we have been successful?
Answers to this section will tell you a lot about whether you need a management change or a leadership change, and what the personal characteristics of new leadership or management should be. This will help steer the top-level objectives you discuss with those in the role.	
Learning what you need to know	<ol style="list-style-type: none">1. What will actually change? What will people have to give up?2. Do people have the skills needed to operate in the new system?3. How resilient is your workforce? How do they handle change?4. How well do people trust their leadership?5. Who are the informal leaders who can advocate for the change?
This level of questioning will help you to support the relational targets and aspirations for new leaders or managers. It will support how effectively they implement the changes you want or how quickly and effectively they will embed themselves within the company culture	
Planning the process	<ol style="list-style-type: none">1. How and when will the change be implemented?2. How can we help people understand what they need to do differently?3. How can we remove obstacles and amplify wins?4. What communications do we need and who will deliver these messages?5. How will we draw on the existing management and leadership to support?6. What training and induction will people need?
This level of questioning is operational and sets out the basis for your induction and probation process. It is also a conversation with your new managers/ leaders to help them collaborate on these elements and be accountable for their part in the process.	
Making it work	<ol style="list-style-type: none">1. How well do people understand what were saying about the change?2. What do our metrics tell us about the progress?3. How well are we reinforcing positive behaviour?4. What learning are we implementing through the process?5. What course corrections need to be made?
This element of questioning is twofold; <ol style="list-style-type: none">1. It is the level of reporting and metrics you set to hold new managers and leaders accountable, remember here that you get more of what you measure so pick carefully in line with the previous sections2. It is the ongoing 1:1 catch ups you have with managers and leaders to support them as they embed within the organisation. Don't be worried about bringing challenge here or revisiting expectations, anyone at this senior level in an organisation must be capable of receiving challenge and being held to account.	
Embedding in the organisation	<ol style="list-style-type: none">1. How can we make this the new normal?2. How well have we addressed the problem we set out to achieve?3. What remains to be done?4. What are our next steps?
This is the last phase of the continuous appraisal cycle that your leaders and managers will enter into. This should set mid to long term goals and be the start of them taking ownership of projects and areas of responsibility full time.	