Research highlights

- Economic, political, demographic and technological changes require leaders in the sector to be agile and resilient to manage unprecedented change.

- Unique sector knowledge and experience is essential, focusing on technical ability, regulation and compliance.

- There is a need for leaders to have the capabilities to communicate with ***diverse stakeholders*** and to lead remote teams.

- An investment of time and effort into succession planning is successful in developing future leaders; these approaches involved identification of potential leaders ***from across the entire workforce***,

- Need for formal training courses and less formal coaching and mentoring.

Conclusions

Key professional competencies needed in senior leaders:

- Commercial skills are important but need to be combined with a social conscience

- Technical knowledge, commercial skills and social values (rather than commercial) were given more emphasis than leadership capabilities

- Sector experience important, or in absence of this, a willingness to shadow, take secondments and listen to experienced peers and junior colleagues

- Resilience, agility and ability to accept constant change

- Ability to work with remote and flexible working teams

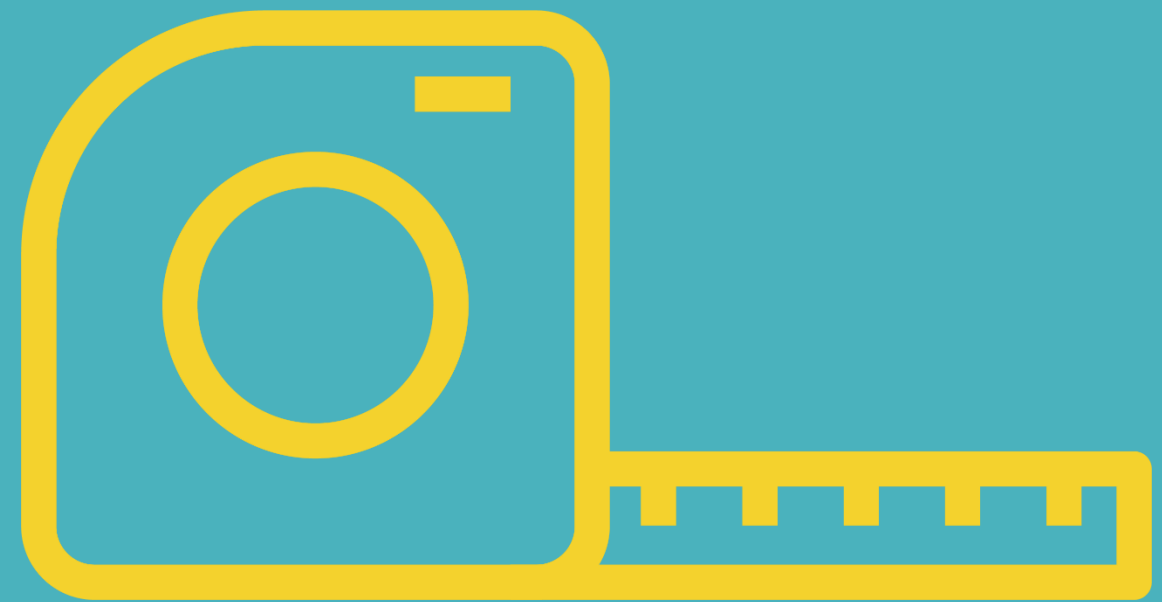- Ability to build relevant networks and manage complex relationships

Recommendations

In business-as-usual activities, leaders may benefit from an ***explicit focus on building leadership capability.***
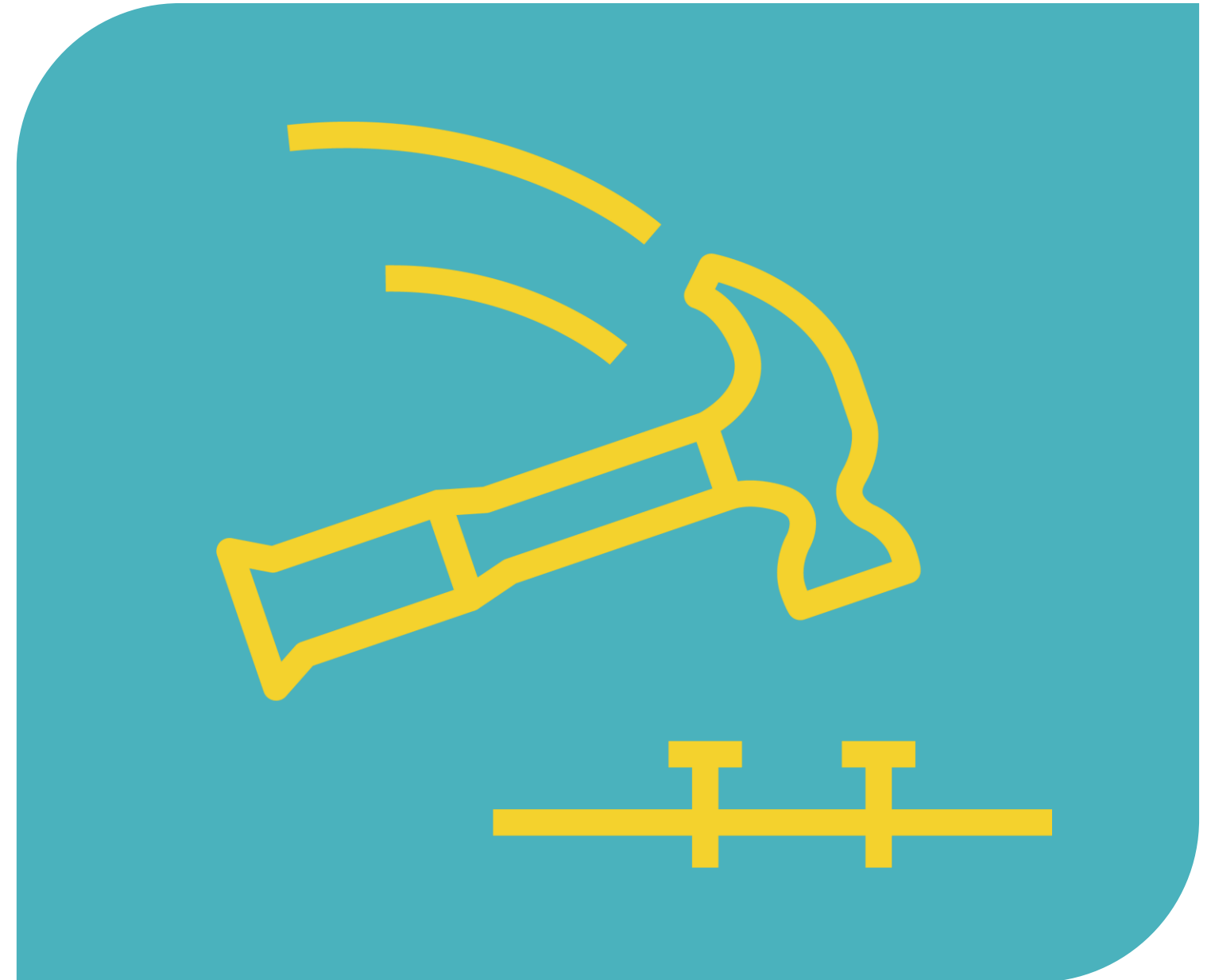
Recommendations

Current leaders should consider ***building bridges*** to similar types of organisations in different sectors.

Recommendations

Housing sector leaders should consider developing a ***broader understanding of leadership***, that extends beyond vision, resilience and communication skills.

Dimensions of Leadership

Achievement

Vision

Authenticity

Ownership

Collaboration

The Institute of Leadership & Management's Dimensions of Leadership offer, often elusive, insights into great leadership. This is not a static representation but an evolving description of the complex nature of leadership activity.

Find out more at www.InstituteLM.com/learning/dimensions-of-leadership.html

Recommendations

Current leaders should consider developing ***talent pipelines*** for succession planning, that identify future leaders from across the ***entire demographic*** of the existing workforce.

Recommendations

Potential future leaders should get support in developing breadth and depth of technical knowledge, ideally gaining experience working in a variety of housing sector disciplines and particularly *on the front-line.*

Recommendations

Leaders from other sectors have the potential to bring useful capabilities to the housing sector (such as commercial expertise and innovation skills) and should be supported in gaining specialist industry knowledge, understanding and technical skills.

INTRODUCTION

This conversational mat will provide you with the opportunity to have meaningful conversations about inclusion.

As you move around the mat there are four key areas of inclusion for your team to explore. Each one is important as they link to each other in discovering how you and your team can build a more inclusive GMP

At the beginning nominate a spokesperson to read aloud the questions and follow the instructions. There are group and paired tasks to complete. With the pens provided record your responses onto to the mat.

This Mat is designed to be completed in approximately 1½ hours.

START HERE

1

VALUED

People around me feel valued and are an essential part of the team.

How would you individually score this statement in your workplace or team. *Please initial personally on the scale.*

Group Discussion:
What are the positives about being valued and an essential part of the team?

Paired Discussions:
How can you feel better emotionally and socially supported at work?

Helper
Why do some people go that extra mile? Why do others leave early or do the bare minimum? Primary work factors of feeling valued is a key indicator of job performance. Employees who feel valued are more likely to be engaged in work and be satisfied and motivated.
CIPD (2019)

Helper
GMP is committed for staff to feel engaged in an environment that has trust and fairness not only spoken but demonstrated. Fairness and trust at work is important as engaged staff are

Sneak Preview – Inclusion Conversation Mat – Team

www.deep-insight.co.uk

Thank you

www.deep-insight.co.uk

@kulverma34

www.linkedin.com/in/dr-kul-verma-a4230117

kul@deep-insight.co.uk

Feedback

- 156 attendees

Leadership In Housing – A Looming Capability Gap
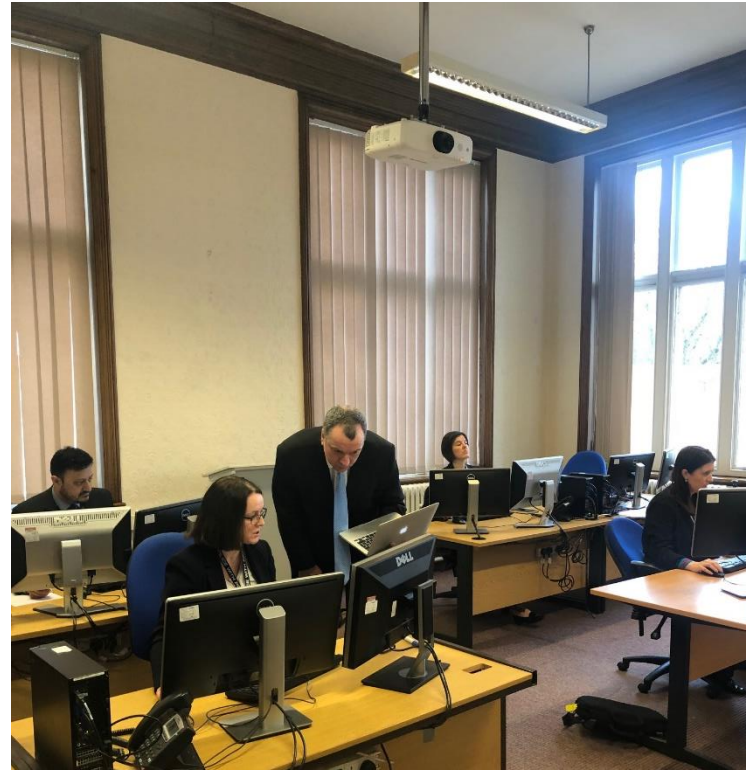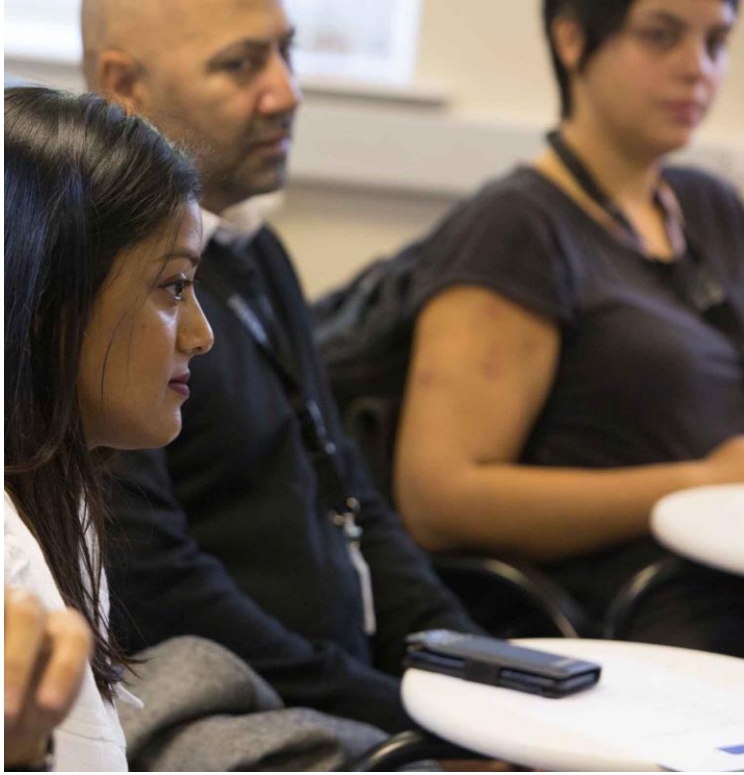16th September 2020
0930 – 1200 REMO WEBINAR

What to Expect

Consolidate the WHY for Inclusive leaders in the workplace

Share best practice

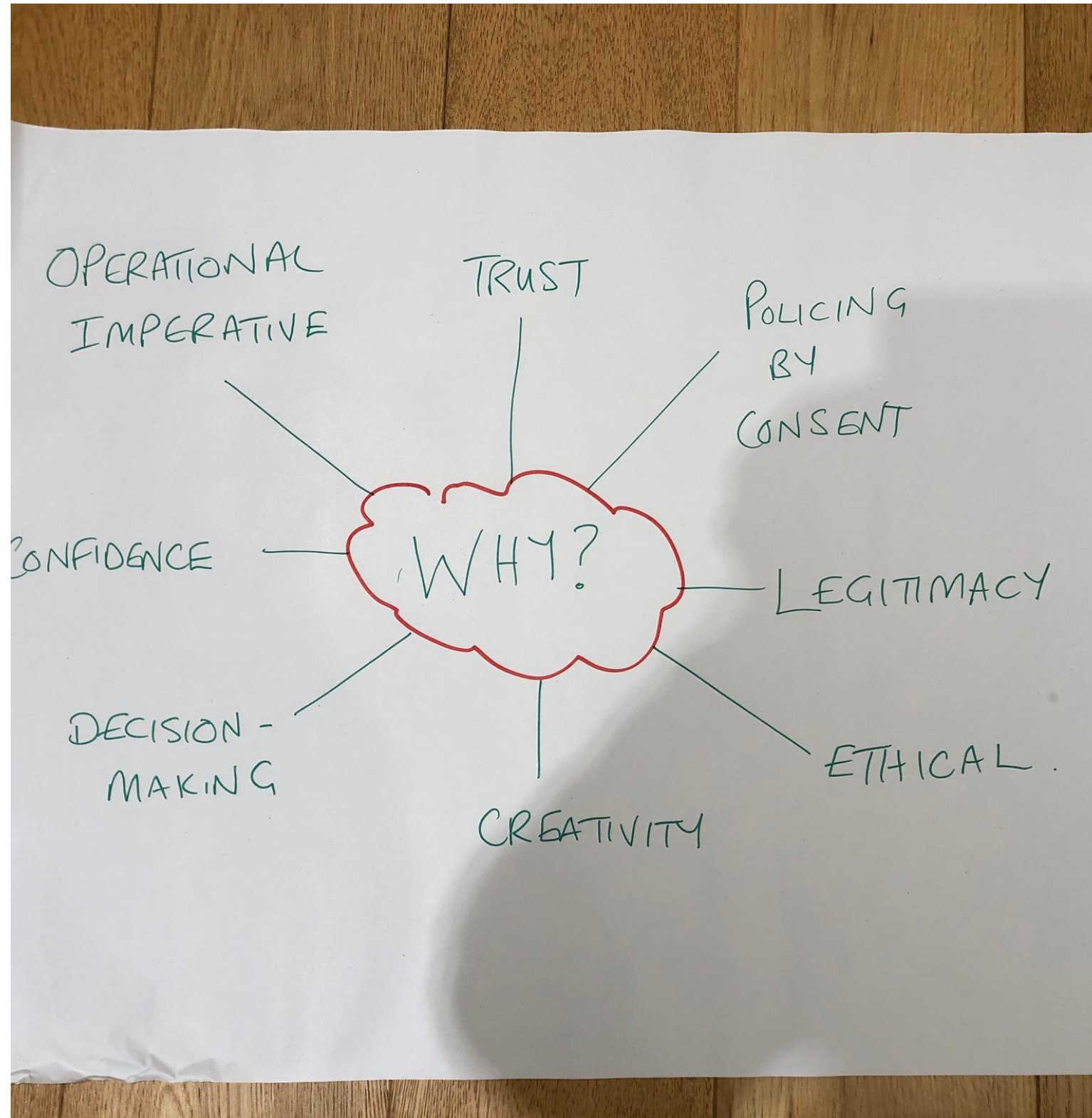**Create some new thinking leading to personal action**

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A little about me!

Retaining Talent

What is Difference   What is Inclusion

Case Study
WHY?

Case Study Greater Manchester Police

Why do we need Inclusive Leaders

What does inclusion mean to:

- Individual
- Team
- Organisation

Try and define a sentence that would be immediately understood

Why are inclusive identities useful in the workplace

Pitfalls of not having an Inclusion Leadership strategy

Privilege and Unconscious bias

Portsmouth Research Portal

UNIVERSITY OF PORTSMOUTH

Researchers | Faculties & groups | Projects | Funding | Outputs | Datasets | Activities | Prizes | Impact | Media | Student theses | Equipment

Home > Student theses > Different ladders for police progression?

Different ladders for police progression? reviewing black and minority officers' progression in the police service

Student thesis: Doctoral Thesis

If WE had an improved culture of Inclusive leadership

What would we:

See

Feel

Do

Vroom Vroom – Building a Framework for Team and Leadership Development

Direct Entry Programme
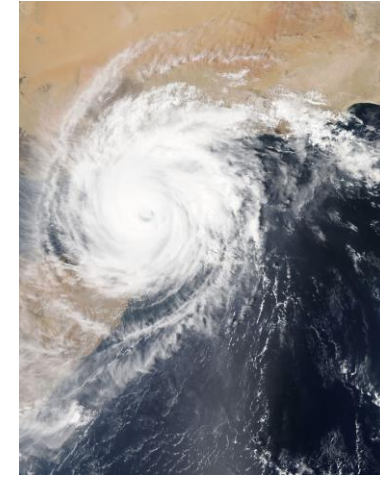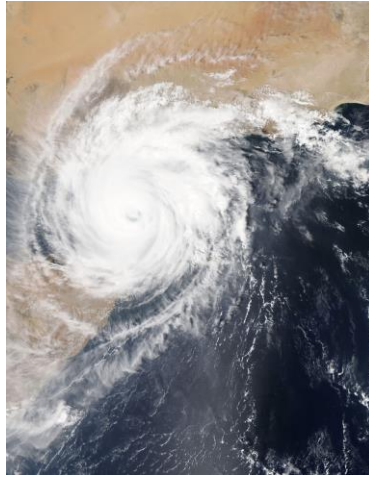
- Inspector
- Superintendents

Levers for Inclusion

Leadership & Culture

How to: Leadership Questions

Does the leadership in the organisation reflect the talent pool in the market?

Are BAME and women being promoted at the same rates as white men?

Does recruitment reflect a diverse talent?

Do you have pay equity?

Do all employees feel they are treated fairly?

Does you organisation commit to difference and inclusion – policy/strategy?

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How to: Change Culture

Develop Inclusive Leaders through bespoke programmes

Conduct a cultural audit

Leadership workshops and staff networks

Reverse mentoring – try walking in some one's shoes

Decision making model

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Top Tips - Leadership

- Develop Emotionally Intelligent Leaders

- Reframing who is a leader?

- Developing future leaders requires a Coaching leadership style – what leadership style are you

- Network with other organisations – become a learning organisation

- Offer secondments and share learning

- Build Capacity to develop others – Coaching, training – expect excellence

- Build representation and release talents

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Deep Insight Inclusion Tools

- Personal Development Action Learning Sets (PeDALs)
- Developing Diverse Leaders
- Team Inclusion Conversation Mat
- Early Intervention Inclusion Conversational Mat
- Facilitation of Inclusion workshops to develop strategy and inclusion plans

Sneak Preview – Inclusion Conversation Mat – Team

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Thank you

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 @kulverma34

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 kul@deep-insight.co.uk

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