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Room for Improvement?

A Briefing Report on Leadership and Management in the public sector

Findings from the 2018 Workforce Development Survey

May 2019

Edinburgh Napier
UNIVERSITY



Foreword

The public sector is fundamental to our society and is an essential element in protecting safety, promoting social cohesion, delivering justice, supporting learning and helping people live healthy lives. The skills of the workforce within the sector are key to successfully delivering against a range of social and economic priorities.

This report takes a snapshot of what is a highly complex sector capturing some of the key workforce issues confronting employers and provides a special focus on leadership and management. It is crucial that those individuals guiding the direction of organisations in the public sector understand the skills gaps and workforce demands which need to be confronted now, in order to better prepare for the change and challenges of the future.

If you work for a public service, you may already be well advanced in your thinking and your activity - whilst this report paints a picture, its real importance is as a stimulus to shape debate; to provide food for thought, focus and action. I am confident that it does this.



John Rogers
Chief Executive Officer
The Workforce Development Trust
(Incorporating Skills for Health and Skills for Justice)

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Background

The research which underpins this briefing report was driven by a primary, quantitative Workforce Survey which focused on understanding the views of employers across the public sector – in particular, health and justice. This involved respondents sharing their experiences and views on qualifications and skills, training, the critical workforce issues impacting on delivery, and the external drivers of change which shape the ways in which employers respond to challenges. This research, which is conducted every two years, is the latest in a series of investigations into the public-sector workforce.

The report also draws in both qualitative and quantitative analysis from previous research with employers in order to emphasise the importance of the workforce findings originating from our latest survey. This report, whilst containing analysis of general workforce data, in order to contextualise the landscape, has a focus on leadership and management and the challenges faced in the delivery of public services. It sets out to investigate some of the areas of concern confronting organisations in terms of skills, productivity, diversity, culture and organisational development. This analysis is framed in terms of the impact that leadership and management has on organisations and the priorities that leaders need to focus on – a subject that has been consistently referenced as a major area of concern since the publication of our first survey results in 2010.

In interpreting the data from this workforce survey, the one statistic that leaps out of the findings is that **81% of respondents** cited the need for improvement in leadership and management. The impact of ineffective leadership and management is well documented throughout the report and within the data - it is acknowledged as contributing to increased workloads, increased costs, reduced funding, reduced quality and, by causality, increased churn in the workforce. In itself, it is an issue worth further investigation, taken in the round as a major conditioner and influencer of organisational success, it is vital that it is considered from a multi-issue perspective.

Leadership and management: the policy imperative

Whilst concern about leadership and management is not a new phenomenon, recent policy shifts have started to throw a new light on the issue across the public sector. In 2017, the UK government set up the Public Services Leadership Taskforce with a remit to explore what a new public body might offer leaders, so they could be as effective as possible in the environments within which they operate. The taskforce's ensuing report published in October 2018, found that challenges faced by those delivering public services are complex and cross-cutting with a focus on the need for collaboration between leaders to increase. Other issues identified in the report include the lack of support structures for senior leaders, as well as underdeveloped networks for leaders to share best practice and learn from experience.



The report concludes that the creation of a new Centre for Public Services Leadership should develop a programme and professional network for emerging top leaders of public services, to enhance the effectiveness of their collaborative leadership. Indeed, leaders and managers are constantly beset by new workforce challenges which require excellent change management skills and the ability to think ahead.

Scenario planning is becoming ever more important in enabling organisations to map out the way the future might look and to construct the required contingencies to ensure flexibility and pragmatism.

More targeted policy and strategy can be found within specific public service areas, for example, within the health sector and the justice sector. The recent NHS 'Long-Term Plan' (published in 2019), sets out an ambitious programme of action with a desire to continually move forward in order to deliver world-class care and provide a service fit for the future.¹ The plan highlights the significance of 'great leadership'², at all levels, as an essential component in providing excellent quality care and being able to address the future challenges of the health and care system. 'Great leadership' as characterised by diversity and compassion³ which integrates the new 'NHS leadership code', outlining the desirable cultural values and behaviours currently embedded in some parts of the NHS, but 'not yet commonplace'⁴.

However, one of the biggest challenges faced by the NHS is workforce shortages, particularly senior leadership vacancies (directors of operations, finance and strategy roles) and a large leadership churn, given the pressing demands within the service. More than a third of all NHS trusts had a minimum of one vacancy at an Executive Director level and 8% of these roles were left vacant or filled in by interim staff.⁵ In addition, the short tenure and churn of some high-level personnel also throws up challenges. 54% of Executives (especially Directors of finance and operations) were appointed in the last three years (2015-2017) and the median tenure of a Chief Executive was of three years. Research^{6 7 8} indicates that organisational performance and quality of care provided are directly linked with the quality and consistency of leadership and the improvement culture leaders generate within their organisations.

These high rates of leadership churn are attributed to a culture of constant pressure and blame and a considerable level of professional risk - individual leaders feel they are held responsible for failure, that they are viewed as the problem and 'the solution in and of itself'.⁹ These pressures place systemic demands on leaders and combined with the challenge of financial austerity and performance measures within the NHS, leadership roles are becoming unattractive¹⁰. High vacancy rates and short leadership tenures also result in other negative outcomes: staff being less engaged within their trusts, a weakening of leadership credibility, and a greater focus placed on operational aspects (day-to-day priorities) rather than on the improvement services and a long-term strategy needed for organisational progress.

There is a need for greater support for current and future leaders in order to increase retention and guarantee quality of service.

Research with NHS leaders conducted by the King's Fund¹¹ highlighted that there is a need for greater support for the present and future generation of leaders, particularly in supporting them to develop their leadership skills and especially, systems leadership¹², as well as relationship management and political acumen¹³. In order to address some of these challenges, the NHS Long-Term Plan pledges to increase investment in Continuous Professional Development (CPD) for current staff, endorse career development and flexibility, and address harassment and bullying within the service. In addition, a national workforce group will be established to advance the NHS leadership pipeline (e.g. expanding the NHS Graduate Management Training Scheme: GMTS), alongside a professional registration scheme for senior NHS leaders in order to improve retainment and ensure more senior clinicians' take up executive roles¹⁴.

The justice sector is facing similar taxing issues around leadership and management, which has resulted in a leadership review in policing and law enforcement, led by the College of Policing.¹⁵ The future context identified in this review demands a fundamental change in approaches to leadership skills and knowledge. This is focused on promoting highly adaptable, extraordinarily effective leaders, operating from a basis of a knowledge of what works in the prevention of crime and the protection of the public.

The research for this review highlights that individuals, both inside and outside of policing, identified negative aspects of culture that impede change, prevent internal challenge, restrict innovation and, at worst, damage individual and institutional legitimacy.

The nature of police work, including the presence of personal risk, can encourage a tendency to stick together in the face of threats and at worst, result in insular attitudes that inhibit change.

The review acknowledges that future demands will require more emphasis than ever to be placed on knowledge not rank. In this context, leadership occurs naturally and needs to be developed at all levels, in different ways. In a command orientated world there is a tendency to settle for the 'heroic' model of leadership in which an individual is the figurehead and followers are there to ensure the leader's will is carried out. It has been argued that 'heroic' leadership is not the best model to fit the fast pace of the change in the modern world of work (CIPD 2008; Raelin 2011). In order to succeed today, organisations are highly dependent on the abilities of their workforce to embrace new ways of working (CIPD 2013a). In turn, managers are required to support fast-moving organisational strategies, and to bring the people along, delivering greater productivity more quickly and at a lower cost. The College of Policing review advocates more emphasis on a model in which leaders are there to ensure the success of their teams. In doing so, the potential exists to develop a culture of enquiry within policing where reflective practice, peer review and a range of other techniques are used to enhance practice and learning.

In policing, the gap between the majority of the workforce and senior leaders created by the rank hierarchy can reduce the willingness of some to adhere to best practice or seek development opportunities. There is evidence from the commercial sector to suggest that flatter structures may allow organisations to be more responsive to social shifts and agile in meeting market demands, because they have fewer levels of decision-making and therefore fewer communication barriers. This view was supported by feedback from external leaders consulted by the College of Policing Chair, Dame Shirley Pearce. Research into employee engagement points to the importance of a compelling strategic narrative which can be shared throughout an organisational hierarchy. Too many layers of supervision may present a barrier to clear communication, which is crucial for building trust.

This highlights the difficulties that embedded structures and ways of working have on shifting established leadership models. Taking command remains an

KEY MESSAGES

- Shift from a 'heroic' model of leadership
- Create flatter structures
- Endorse career development and flexibility
- Broaden the leadership pipeline
- Develop opportunities for leaders to collaborate more effectively within and across public services
- Cut down on the layers of supervision
- Encourage honesty and challenge
- Support a diverse leadership culture

essential part of the leadership repertoire according to the review, but the overuse of command as a leadership style risks the disempowerment of those who are being commanded. This poses an obstacle to the culture of honesty and challenge which is necessary to succeed in a future policing context. Associating leadership exclusively with command neglects to acknowledge other vital and effective skills required by leaders.

This rich vein of recent investigation across key stakeholders in health and justice, seems to confirm the findings arising from our research - that unless there is a strategic and cultural renaissance in approaches to leadership and management, public services will fall short in many areas. Consequently, in this briefing report, we have attempted to unpick some of the key issues arising from our findings which exemplify the failings in leadership and point to the opportunities for improvement. Highlighting these issues and trying to understand which the critical ones are to address, will help us to better inform our offer in terms of support to leaders and managers and it will enable organisations to better understand where best to put their energies.

Leadership v Management

There are probably as many definitions of leadership and management activities as there are people performing these roles within organisations. What does not help, is that those who lead often manage and those that manage often lead. For the sake of clarity, in this report we see leadership as it relates to vision, direction and strategy; we see management as the effective coordination of resources including people. Current views often think that leadership is 'better' or more 'modern' than management, which requires some debate. Both roles are hugely important, both roles bring a myriad of traits and strengths, with some overlap, e.g. we want both leaders and managers to operate with honesty and integrity. Where you have 'managers' and 'leaders' with mixed skillsets, that is fantastic. However, often people have particular, natural preferences and tendencies towards one or the other. Therefore, perhaps it's better to think about them on a spectrum, rather than as being mutually exclusive.

If we try to unpick the generalised data, we need to attend to the crucial role of the manager. The 'middle' manager is often cast in the role of "fixer, firefighter and problem solver" (Burgoyne et al, 2004)¹⁶ and the pressure points suggested in the data (pace of change, churn, vacancies) arguably land at the feet of the 'squeezed middle' (Oshry, 1994)¹⁷ on a daily basis. These key people can find themselves having to champion unpopular executive decisions and be arbitrators of difficult industrial relations on the shop floor, whilst trying to deploy resources in the name of effectiveness. Often managers will have to make personal decisions on whether to support the leadership or side with the shop floor; for such an influential role on team motivation and performance, organisations need to support this group more effectively. Litwin and Stringers' studies on relational dynamics and organisational behaviour¹⁸, repeatedly identified the team leader/supervisor as the main variable on team 'climate' that, in turn, has strong correlation with personal performance and effort. People follow the team boss not the CEO.



Relating these matters to the data on recruitment problems, the inability to fill certain supervisory posts can also lead to a 'warm body' recruitment decision which, in turn, increases the probability of poor performance by managers, leading to wider underperformance and attrition. In turn, this is critical to the matters being discussed here – how can we measure management capability in the recruitment process so that we are not putting a liability in a supervisory position? Here we need answers from our HR colleagues, whether we use psychometrics, assessment exercises or our professional experience to find evidence to inform recruitment decisions.

Intuitively, it would seem prudent for public sector organisations to take a good look at how they support managers and team supervisors – both in terms of making sure they have adequate capability, authority and personal resilience. Well-designed management development programmes can enable this. The data suggests that public services value learning and development, maintaining their investment in this crucial activity and understanding the

interdependence between learning and development, and performance. So, the steer would be towards making sure recruitment policies are robust for management and supervisory roles and that organisations support the development of good management (effective and sustainable).

The leadership aspect is also further complicated by the idea of distributed, devolved and informal leaders, i.e. managers are usually formally 'appointed' to a managerial position, whereas leaders can be anyone, in formal roles or otherwise. There are key qualities that should be found in a good leader and are hopefully found in a good manager – these surround the relational aspects of the leader, including trustworthiness, integrity, resilience, empathy, and emotional intelligence. Arguably, Jacinda Ardern, PM of New Zealand, in the aftermath of the Christchurch tragedy, could be said to have recently demonstrated these characteristics.

Our evidence (and that of other researchers) shows that poor leadership and management deficiencies have a negative impact on organisations and employees. Weak leadership and management skills adversely impacts on the complex leader-member exchanges (LMX) which, in turn, contributes to breaches in employees' psychological contracts. Such breaches reduce employees' commitment, motivation and job satisfaction levels, all of which are associated with reduced organisational performance, including higher staff turnover and thus a loss of talent. Therefore, organisational sustainability is contingent upon good leaders and leadership approaches.

KEY MESSAGES

- Invest in leadership and management development programmes
- Support managers
- Build personal resilience
- Delegate authority
- Encourage autonomy
- Expect responsibility

General Findings from the Survey

The underlying theme of this report is leadership and management, however, as an issue, this doesn't exist in isolation and it bears influence on most other issues in the workplace. In order to understand the context, it is important to reflect on some of the other issues of importance for respondents. The workforce survey sought to understand the views of participants across a wide range of areas – some of these proved to have significant resonance with respondents and these are the ones that leaders will need to grapple with in order to meet workforce challenges.

Our research indicates that the main areas to consider are: organisational issues, skills deficiencies, improving employee satisfaction, more responsive HR, digital technologies, equality and diversity, and mental health in the workforce.

Priority Areas:

- Organisational priorities, performance and design
- Employee satisfaction and engagement
- Skills deficiencies
- HR and recruitment
- Equality and Diversity
- Mental health in the workforce
- Digital and Artificial Intelligence

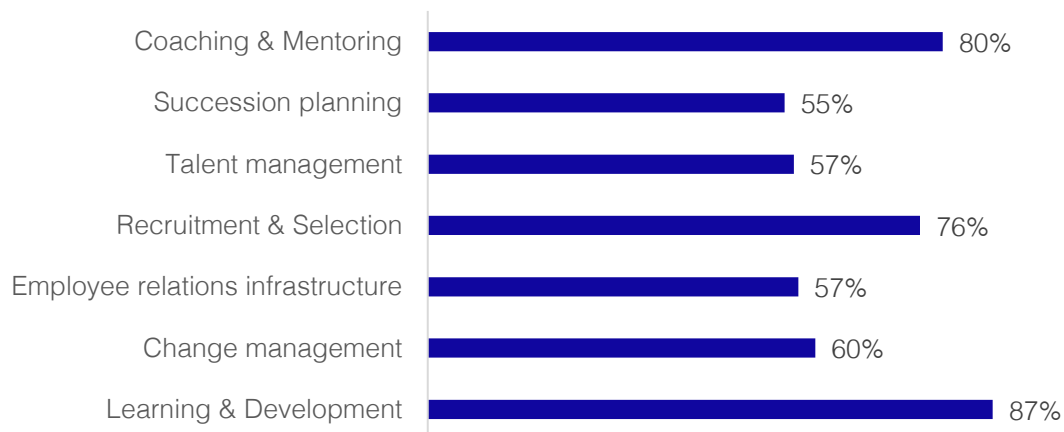
1. Organisational design, priorities and performance

The success, or failure of organisations, is conditioned by organisational strategic priorities, organisational design, and organisational performance. Strategic priorities shape the ways in which an organisation's services are provided and subsequently, these priorities attract judgements based on whether or not performance has been successful. In terms of design, this relates to how the organisation is structured to deliver the desired strategic priorities (e.g. centralised or decentralised); how activities across the organisation are linked and where people fit on the chain; what the leadership model looks like; and how the interplay of formal and informal agencies manifests itself. Organisational design largely falls to leaders and managers and this will be a key area for organisations to get to grips with in a digital age. It will require mature thinking, co-creation and vision in order to ensure that 'design' leads to successful organisational performance.

Respondents identified four stand-out organisational priorities over the next five years: service development (61%), improving employee satisfaction (53%), increased revenue (49%) and improving customer service (42%)

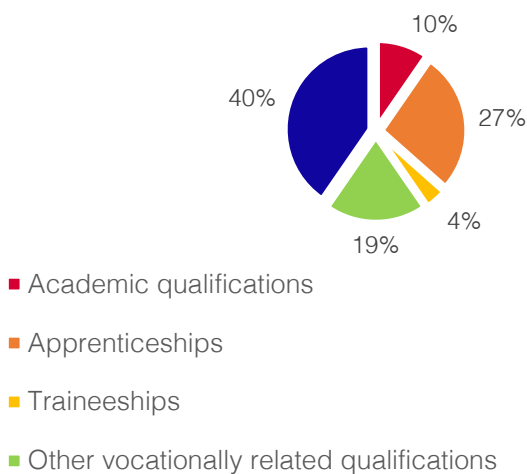
In terms of achieving these goals, coaching and mentoring followed by learning and development and recruitment and selection were identified as the most effective practices. However, other areas also received strong support – succession planning, talent management, employee relations and change management.

Effective practices in achieving organisational goals



Funding and the need to budget effectively was consistently referenced throughout the survey. The issue of balancing spend with revenue has always been a critical influencer across the public sector; more so with the cuts over recent years, impacting on service delivery across all public services. Organisations have to budget carefully to ensure they can get the best out of an often-over-stretched workforce, at the same time as ensuring quality of service. In terms of training (which can often get squeezed in times of austerity), 40% of respondents stated that CPD was a funding priority over the next twelve months, 27% reported that apprenticeships would be a funding priority followed by other vocational qualifications (19%) and academic qualifications (10%). Only 4% stated that traineeships would be a priority.

Funding priorities over the next 12 months

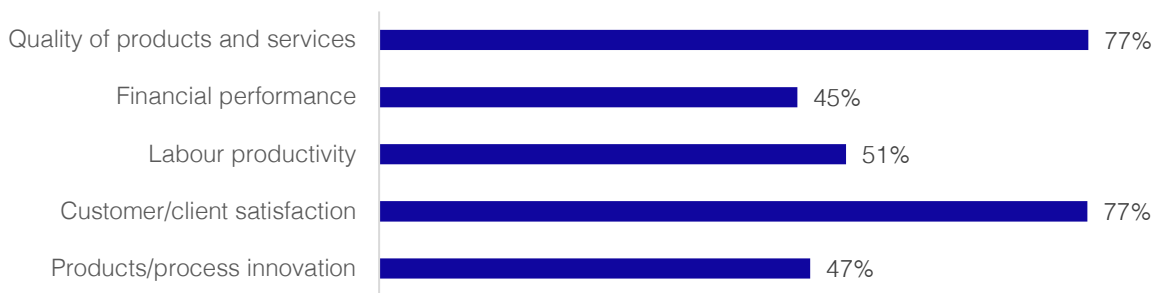


From the perspective of performance, respondents did not rate their organisation's financial position and its product / process innovation particularly well in comparison with similar organisations. Additionally, just under half of all respondents thought their labour productivity was below average. However, respondents were more confident in the quality of products / services with 77% rating these as better or a lot better than other organisations. Similarly, 78% of respondents rated the customer service of their respective organisation as better compared to other organisations.

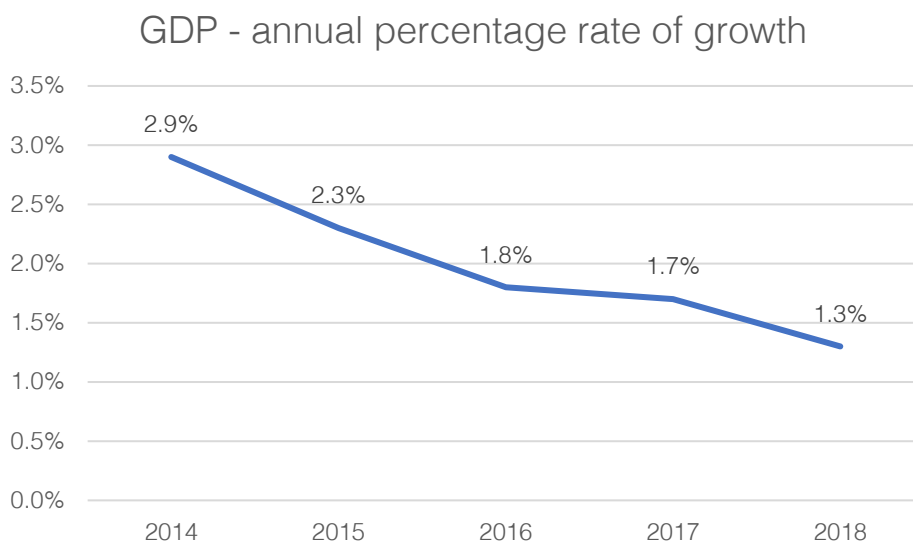
KEY MESSAGES

- Improving satisfaction levels internally and externally will be a challenge
- Career training will become increasingly important as a tool in combatting skills gaps and skills shortages
- Talent management and succession planning will be critical
- Raising perceptions about productivity and what 'good' looks like, will be important
- Whilst public sector productivity is bucking the trend in the UK, within this, there are areas of concern such as public safety

Comparison with other organisations (better than average)



What is striking here, is that the split on labour productivity was almost 50 / 50. This is worrying in the light of wider data which suggests that in the UK, productivity and GDP are already quite a way down the international performance tables. Looking at the latest comparator data (2014-2017)¹⁹, the UK's GDP has been in steady decline, with a decrease in growth year-on-year:

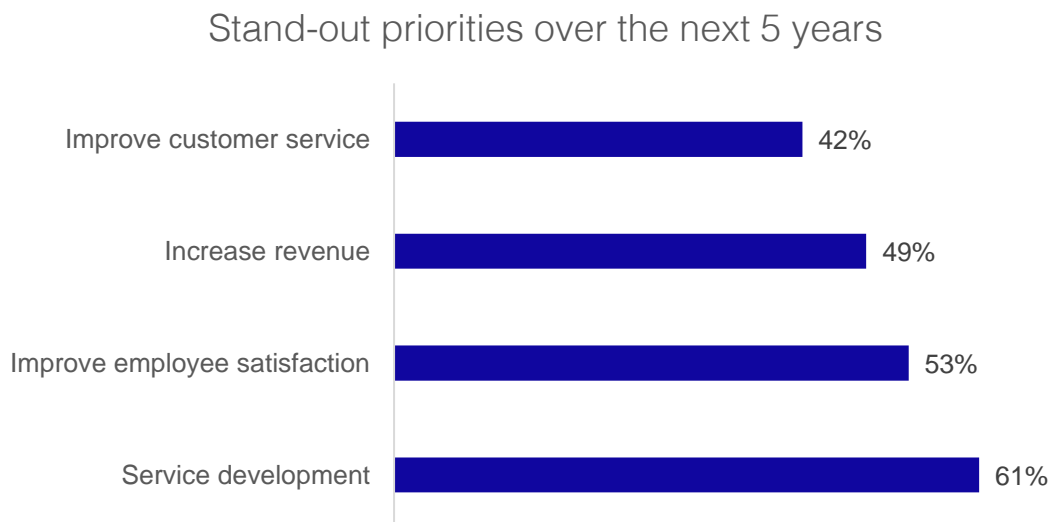


Compared to other nations, the latest economic data highlights our poor performance. France's GDP expanded by 1% from 2014 to 2017; Germany maintained a steady 2.2% growth rate, as did the US; Italy improved to 1.6% and by contrast, the UK declined by 1.2%.

The latest verifiable figures on productivity (2016)²⁰ point to the UK having below average real growth, in both output per hour and output per worker, compared with the rest of the G7 nations. This data also states that the UK has the largest "productivity puzzle" – the difference between post-downturn productivity performance and the pre-downturn trend within the G7; this was 15.6% in 2016 for the UK, around double the average of 8.7% across the rest of the G7. Within public services, productivity grew by 1.4% compared with the previous year; accounted for mainly by rising productivity in healthcare and education services. However, this was offset by falling productivity in public order and safety services.

2. Employee satisfaction and engagement

Respondents identified four stand-out priorities for their organisation over the next five years: service development (61%), improving employee satisfaction (53%), increased revenue (49%) and improving customer service (42%).



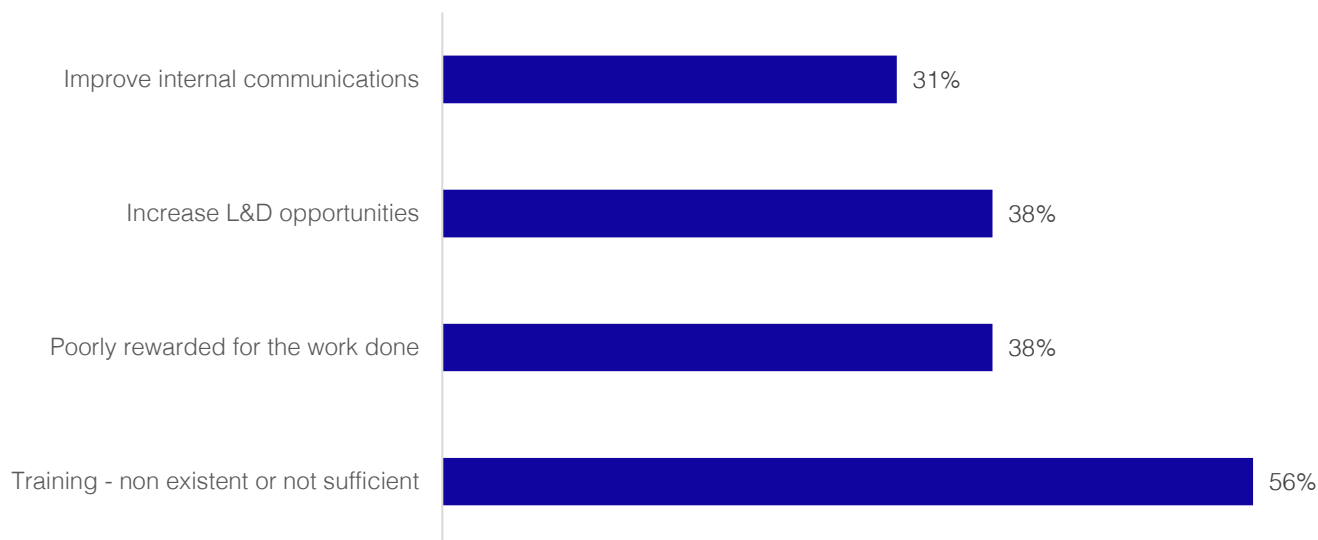
A helpful coincidence here is the message that this cluster sends to leaders – the priorities are all related / correlated. Leaders may be focusing on a transactional matter (e.g. service development) when they need to focus on transformational matters (e.g. employee satisfaction). Better engagement leads to better performance (see Pink, 2010) and better performance (e.g. increased revenue) leads to better engagement (success at work is a fantastic ‘glue’). In terms of building resilience, pushing power downwards from the boardroom to the shop floor when appropriate allows workers to experience more control in their work lives – in turn this is correlated with stress reduction (Bandura, 1986).²¹

Improving employee satisfaction is a difficult one and there can be a tendency for the shop floor to want to blame leaders and managers. However, it should be appreciated that the national austerity project gives the entire workforce a common experience to hang on to their purpose and this can be gently reinforced in a ‘we’re all in it together’ fashion. At a psychological level, external challenge – such as austerity - can unite people. However, on the other hand, cost reductions obviously create pressure for public services to increase revenue. Workers often struggle to engage with increased commercialism in public services and it is important that leaders and managers believe in, and advocate for, the philosophy of ‘no money, no mission’: without finance, public services cannot achieve their purpose and this inter-dependency must be accepted by employees for public organisation to be successful (to achieve their purpose).

Within the data there are other findings which link directly to employee satisfaction. These include the desire for training and the relationship between ‘work done’ and ‘recognition and reward’. The chart below shows that a majority of respondents feel that training within their organisation is non-existent or not sufficient.

In addition, over a third state that they would like to see an increase in learning and development opportunities as a priority over the next five years. A similar number feel that they are poorly rewarded for the work they carry out (38%) with a further 25% stating they are not well rewarded.

Factors that negatively influence employee satisfaction



There is nothing new in this data within the public services and, intuitively, the importance of ‘purpose, contribution and making a difference’ at a societal level is a key motivator. Within management studies, we can find repeated evidence for using a visionary leadership style that trades on these human currencies (Benincasa, 2017).²²

One of the easier wins in terms of upping employee satisfaction levels is ensuring they are aware of what is happening within an organisation and where they fit into this. Once again, communication is cited as requiring improvement by almost a third of all respondents. Most importantly, therefore, leaders and managers need to develop the vernacular for discussing and reporting back to employees on ‘purpose, contribution and making a difference’ and regular one-to-one contact time between managers and staff would enable such conversations. The recent trend away from annual appraisals to monthly or two monthly dialogue appears to be on to something (Bersin et al, 2017).²³ An annual discussion is rather ineffective on many fronts, but how can managers of people find the most elusive resource – time – to be good managers?

In addition, the shift here seems to be moving away from top-down power dynamics in the manager-employee relationship towards a more personal power model – i.e. you are responsible for your performance, not your manager.

This model is supported by another strong trend by organisations to develop a coaching culture, whereby the manager’s role is one of ‘enabling’ and not ‘enforcing’. This approach is predicated

on coaching skills and the data acknowledges the importance of this shift clearly in our survey responses.

Quite simply, along with finding the time for more frequent performance dialogue, organisations must develop the appropriate coaching skills in managers and supervisors to enable them to reveal the capability and motivations of individuals (i.e. coaching).

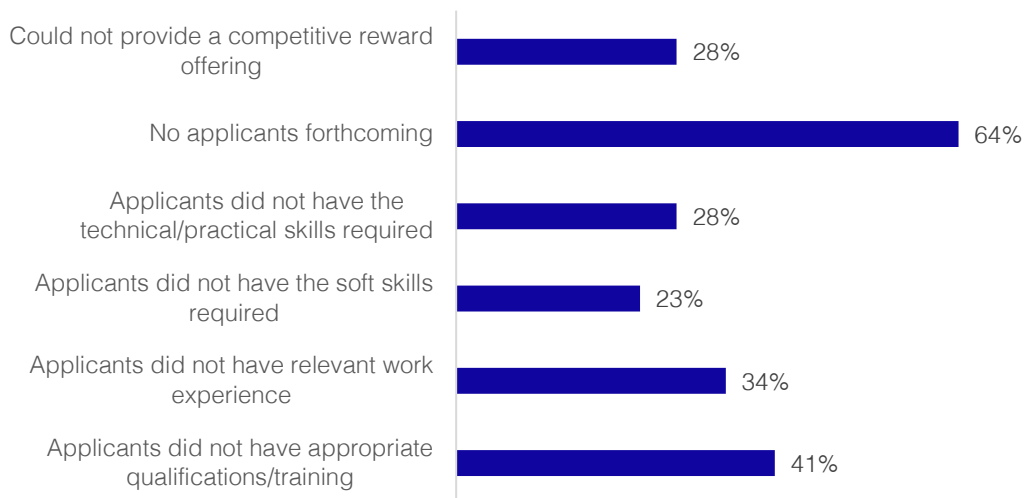
KEY MESSAGES

- Change programmes need to factor in clear engagement and resilience strategies
- Good work / life boundaries need to be equitable and tangible not inequitable and imagined
- Leaders that use a vision-based leadership style to co-create a clear vision with colleagues create stronger followership
- Is everyone on board with revenue generation?... 'no money...no mission'
- Review reward and recognition programmes

3. HR and recruitment issues

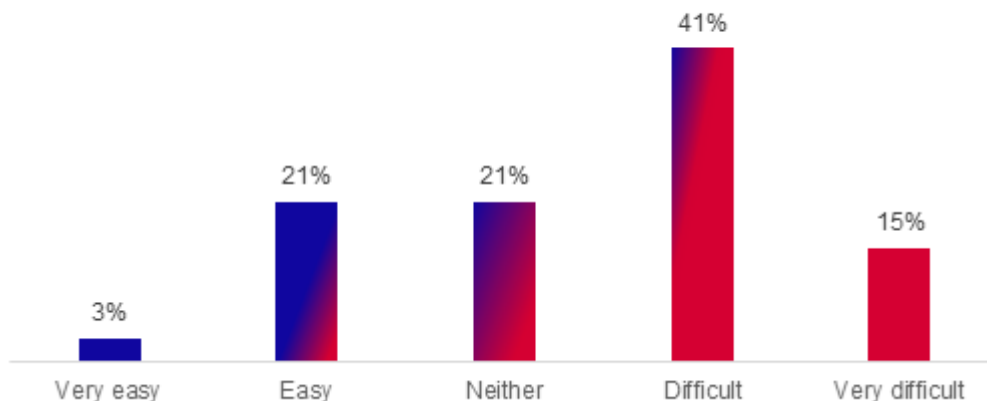
A significant number of respondents reported recruitment and selection issues as a concern within their organisation. Skills gaps within the workforce often mean that organisations have to look externally to fill posts in preference to re-training. However, skills shortages across all sectors often mean it is difficult to fill vacancies quickly. 64.1% of those reporting recruitment difficulties stated that the reason for this was that no-one was applying for vacancies. Just over 40% felt that applicants did not have the appropriate qualifications/training in place and 34.4% stated that applicants did not have relevant work experience in place.

Reasons for recruitment difficulties



Most organisations have recruitment challenges based on two significant factors - a lack of applicants and, within that, a lack of applications from diverse communities. 56% of respondents found it either difficult or very difficult to fill vacancies over the last twelve months.

Ease or difficulty of filling vacancies



Much of our work helps organisations address these critical situations. The ‘war for talent’ - retaining staff and especially high performers – can be seen across the health²⁴ sector and within justice-related professions, workforce issues within areas such as social work²⁵ and probation²⁶, suggest there is clearly also a critical recruitment and retention problem.

Improving NHS staff retention is (...) a priority. (...) Staff retention has worsened since 2011/12 and there is an urgent need to reduce the high rates of vacancies and staff turnover that we currently see.

Buchanan et al (2019)

The steer for leadership, technically, is obviously towards more robust talent management strategies which include widening participation along with structured learning and career opportunities. Respondents acknowledge this in identifying the need for greater career pathways and career engagement. This can then be tied into the 86% of respondents who stated that the use of coaching and mentoring by leaders and managers is the most effective way to achieve these people development goals.

Further along the recruitment pipeline, apprenticeships are referred to in several questions. 50% of organisations are recruiting this important resource but again, about 50% of respondents said that their organisations did not understand the wider systemic importance of an internal apprenticeship strategy. In our daily work, we meet a range of different attitudes from organisations – some seeing such issues as a simple means of ‘getting our apprenticeship tax back’, contrasting with those saying it is ‘the foundation of workforce planning’.

KEY MESSAGES

- Don't forget the human stuff...is your organisation using HR as a transactional unit or a transformation unit? Or both?
 - The HR function needs to be represented at the highest table (no people, no organisation)
 - Enable managers and staff to have regular one-to-ones.
 - Develop an internal coaching culture
-

4. Diversity and inclusion

Another issue faced across the workforce (and particularly in terms of leadership roles) relates to a lack of diversity – i.e. a workforce that does not reflect the wider population²⁷.

Whilst achieving greater diversity has moral and justice merits, a 2018 Boston Consultancy Group (BCG) study that looked at one-thousand seven-hundred different companies across eight different countries, with varying industries and company sizes, found that increasing diversity also has a direct positive effect on the 'bottom line'. Companies that have more diverse management teams have 19% higher revenue due to innovation. The biggest takeaway from the BCG study was the finding of a strong and statistically significant correlation between the diversity of management teams and overall innovation. Companies that reported above-average diversity in terms of their management teams, also reported that innovation revenue was nineteen percentage points higher than that of companies with below-average leadership diversity - 45% of total revenue versus just 26% (p. 2)²⁸. There is also strong empirical evidence which demonstrates that diversity at management levels, in particular, helps to build a culture where "outside-the-box ideas" are encouraged and nurtured. Similarly, when a member of a team shares traits in common with the end-user of a product or service, they can better understand their needs and drive better performance.

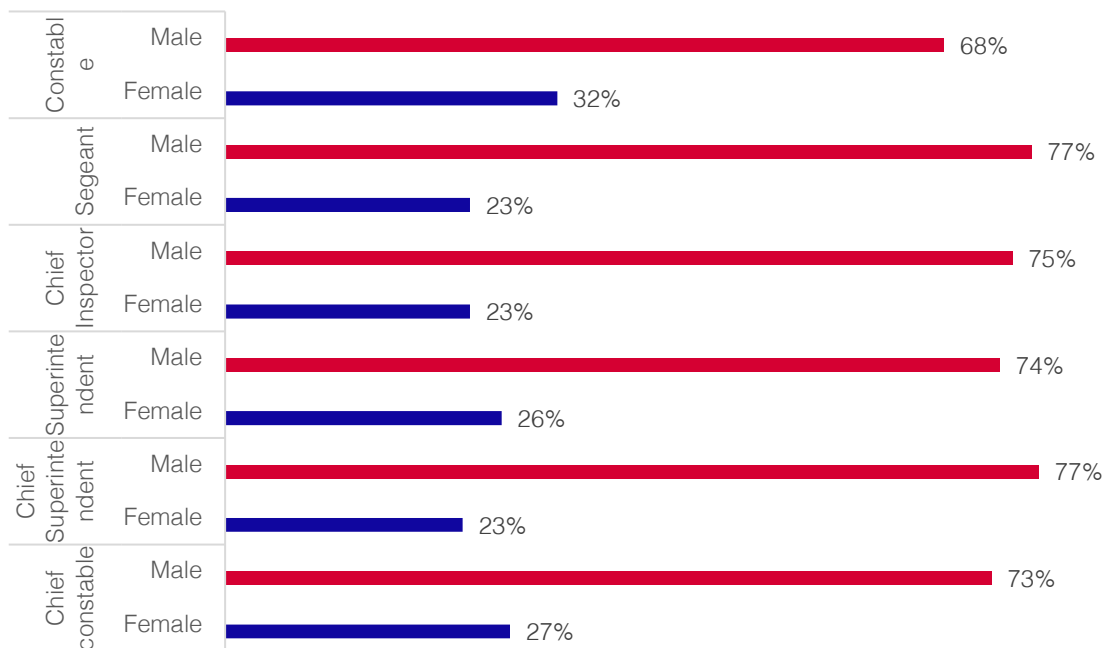
In the context of the public sector, workforce diversity has been found to significantly contribute to innovation, organisational performance and trust in public institutions - when this diversity is managed in a way that builds genuine inclusion²⁹. Moreover, there is growing evidence that suggests a strong relationship between understanding the needs of different groups in society and delivering improved public services³⁰.

The survey findings show that in the justice sector, increasing diversity within the workforce is seen as a fundamental challenge. Leaders are expected to value difference and diversity and encouraged to actively demonstrate this in promoting fair recruitment and equitable treatment of all staff. However, on reviewing the statistics on diversity within the sector, it is evident that the further up the hierarchy one gets, the lower the levels of diversity.

For example, in the judiciary, over the last three years, women have made up slightly more than 50% of the students who took the necessary qualification (BPTC) to become a barrister and around 50% of students undertaking the BPTC are Black and Minority Ethnic (BME).³¹ At the next hurdle (pupillages), over the last six years, four cohorts had a majority of men, and on average only 15% were BME.³² And finally, over the last eight years, of the barristers who were named Queen's Counsel (the highest title a barrister can attain), only 16% have been women, and 6% BME.

Similarly, in policing and law enforcement, the following chart³³ shows the representation of women across all ranks in 2018 (England and Wales).

Gender breakdown in policing by rank



In addition, BME representation, although improving is still an area of concern in terms of representation. As of 31 March 2017, across the forces in England and Wales, BME police officers accounted for 6.3% of the entire workforce, an increase of 0.4% compared with the previous year. However, this is considerably lower than the 14% of the population in England and Wales that are BME.³⁴ Senior ranks (i.e. chief inspector or above) had a lower proportion of BME officers compared to constables and other ranks, with 4% of officers at the rank of chief inspector or above being BME, compared to 7% of constables.³⁵ It is acknowledged that can be partly to do with the greater numbers of BME recruits in recent years, joining at constable level. However, this should not entirely mask the issue that, as seniority increases, representation of women and people from black and minority ethnicities, decreases. Leadership roles are primarily filled with men and primarily white men, at that.

In the health sector, since 2015, the NHS Workforce Race Equality Standard (WRES) has been a requisite for NHS healthcare providers and commissioners (including independent organisations) to disclose and help to address the workplace inequality between white and BME NHS staff. It is particularly important that leaders and managers are diverse and representative. However, according to the latest figures from the WRES data analysis report from NHS trusts (2018)³⁶, there were only eight BME Executive Directors of nursing across 231 NHS trusts in England (equating to 3.46% of all Executive Directors) in comparison with 19.1% of BME staff that make up the current NHS trust workforce.

There was some improvement in terms of diversity between 2017 and 2018, with ten-thousand four-hundred and seven more BME staff working across NHS trusts, an increasing proportion of BME staff in very senior management positions from 5.7% in 2017 up to 6.9% in 2018, and eleven more BME executive board members appointed during this period. Encouragingly, 85.7% of

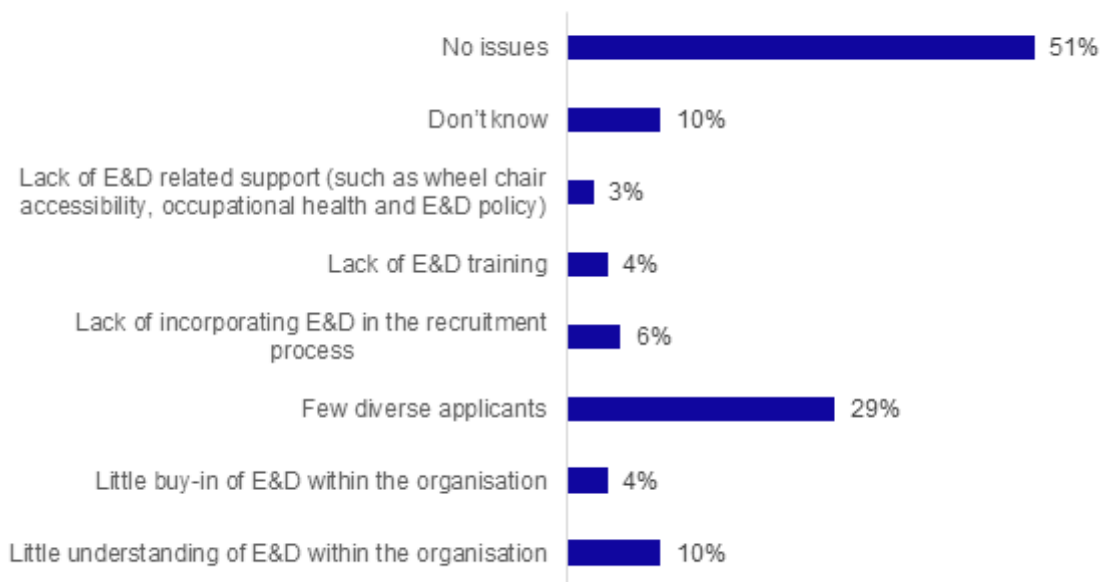
respondents to our workforce survey stated that their organisations were actively working to increase equality and diversity.

Organisations working to increase Equality and Diversity



In addition, the majority of respondents (51.5%) had not experienced any challenges in relation to increasing equality and diversity within their organisations. However nearly 30% had noticed a lack of diversity among applicants, which indicates that organisations may need to give consideration to how they can better target and promote vacancies.

Challenges in working to increase E&D



Following on from the WRES report, the NHS Long-Term Plan³⁷ proposes the creation of a more inclusive and collaborative culture introducing programmes to ensure more diversity within leadership roles, as well as improving the experience and representation of all their workforce³⁸.

Every NHS organisation will be required to set a target for Black, Asian and Minority Ethnic (BAME) representation within their leadership roles and workforce for 2021-2022.

Our own partnership work with specialist charities, has helped increase understanding around wider diversity issues, such as how we can work effectively with neurodiverse populations. Neurodiversity is now, quite rightly, beginning to be viewed as a positive factor and this is something that needs to be addressed in terms of workforce diversity and inclusion. There may be some crossovers here in terms of the treatment of mental health in the workplace (see later section), however, it should be noted, that not all cognitive differences are classified as mental health issues. Being neurodiverse can lead to mental health issues being experienced (depression and anxiety are common co-morbidities) but that is not the same as saying that being neurodiverse equates to having mental health issues. This is a complex area and one where careful language and careful responses in the workplace, are essential.

Through working with specialist organisations, we are learning not to under (or over) estimate the contribution of individuals who might perceive differently and how to work with such individuals. Nasser Ghaemi's excellent meta-study into leaders and CEOs with neuro-diverse issues makes a great case for inclusion solely on the grounds of outstanding leadership performance (Ghaemi, 2011)³⁹. Indeed, there is also evidence from other research studies that people on the autistic spectrum in an appropriate role are significantly more productive than their neurotypical peers.⁴⁰

KEY MESSAGES

- Promote better understanding of diversity and inclusion in the workforce
- Target recruitment campaigns to BAME audiences to promote more diverse applicants
- Ensure equity of opportunity in terms of training and promotion within the workforce
- Systematically collect data to evidence relationships between improved organisational performance and increased diversity

5. Innovation, digital and Artificial Intelligence (AI)

'Digital by default' is an interesting provocation for leaders and manager to consider in all aspects of their work. The changing demands of a digital workplace and a 'tech-savvy' workforce will inevitably stretch innovation levels (and budgets) and in addition might, as it has in other sectors (manufacturing for example), have a 'down-sizing effect' on the workforce. With workers replaced by machines and robotics playing a greater part in delivering services (in healthcare for example), conventional roles will change (or be replaced) and new roles will emerge. In addition, data-driven product/service design and resource scheduling (for example in relation to real-time deployment of community justice resources) will create a need for digital awareness across all levels of the workforce, and across all sectors.

The government backs digital transformation, launching initiatives such as the 'local digital declaration'⁴¹ and other ideas through Government Digital Services - its mission, to make public services simpler and better, to ensure government data is good data, more usable for all, to help those delivering public services make better-informed decisions when they need to buy technology and to provide staff with better value technology that's more of a tool and less of a barrier⁴².

Clearly, our sample of respondents does not have a start-up culture (where all three employees are on the same page with the same motivation!) – and they are dealing with large, complex, multisite, public bodies. With the majority of respondents working in multi-site organisations (75%), the effective use of digital cultures needs investment, strategy and deployment. Our data suggest a need for further IT investment but does not specify where. With the use of AI in clinical functions rapidly increasing, and the increasing use of data analytics within HR Information Systems, the impact of the 4th industrial revolution on workforce planning needs further explicit exploration.

KEY MESSAGES

- Demonstrate visible senior leadership commitment. A top-down buy-in will signal, to employees and the public, the importance and urgency of digital initiatives
- Build the capabilities and culture to execute. Develop the people and technical skills / capabilities necessary to develop and deliver digital services
- Focus on what people value. Prioritise efforts on public services that are most important to service users / public
- Presume 'digital by default' until proved otherwise

6. Mental health and well-being at work

Mental health issues at work and an unhealthy work / life balance are receiving considerable press attention at present. Owing to the frequency of occurrence – one in four people will experience mental health problems within their lifetime (UK Gov., 2014) - on a societal basis, we need to take stock of our relationship, as human beings, with the work we do. We need to do more to normalise discussion of mental health in the workplace. Thanks to initiatives like 'Time to Talk' (www.timetochange.org.uk, 2019), we are getting significantly better at talking about such matters. However, in supporting individuals we can appreciate further demand on the manager to support staff with these sensitive matters - again the call for greater skills and training is acknowledged, but this is also resource-greedy.

Employers, and in particular leaders and managers, have a duty of care to their employees, which means that they should take all reasonable steps to ensure health, safety and wellbeing are paramount in the workplace.

Demonstrating concern for mental, as well as physical health and well-being of staff shouldn't just be seen as a legal duty - there's a clear business case too in terms of performance, productivity, attitude and the overall culture of an organisation. It's crucial that leaders have the emotional skills necessary to support staff and in doing so, ensure that their business thrive.

“The aggregate UK cost to employers of sickness absence associated with mental health problems is estimated at £10.6 billion in 2016/17. This compares with a figure of £8.4 billion in 2006, implying an increase in costs of 26%.”

Centre for Mental Health (2017)

KEY MESSAGES

- Ensure leaders and managers have the emotional intelligence and resilience to support staff
- Robustly ensure that mental health issues within the workforce are treated as equal to any other health issue
- Normalise the discussion of mental health in the workplace
- Work with other specialist organisations (e.g. MIND, Academia, Ambitious for Autism) to further understand the issues and to develop strategies

In addition, the 'change fatigue' being reported in our data (exacerbated by 'the pace of change') should reinforce any concerns that those in a leadership position already acknowledge. The VUCA world of work (volatile, uncertain, complex and ambiguous) is a difficult operating environment. But the received advice for both managers and leaders is clear: open regular communications, reward positive performance, do not overuse the word 'change' and look after yourself and others (good work / life boundaries). Underlying these approaches is an implicit need to empathise with followers - and the trend for increasing emotional intelligence at work would support this connection.

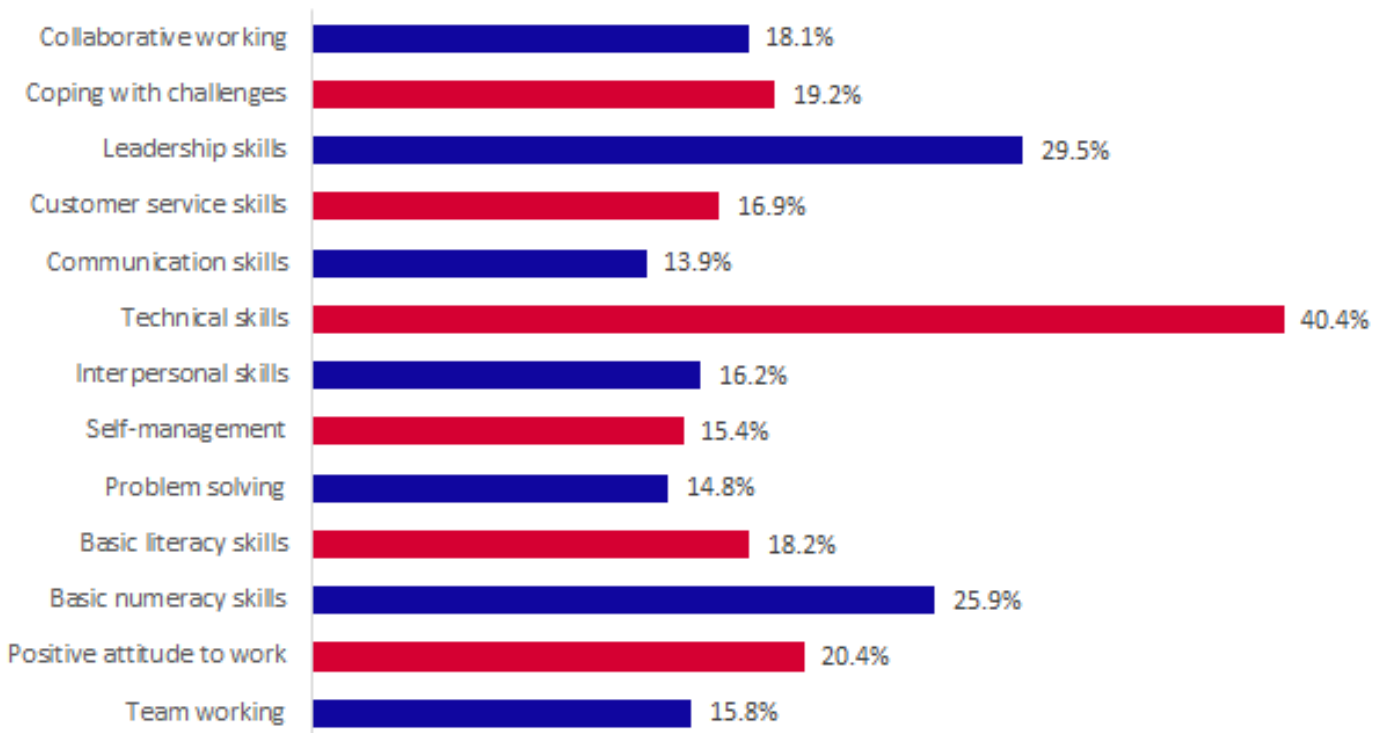
Workplaces can play an essential part in maintaining positive mental health. They can give people the opportunity to feel productive and be a strong contributor to employee wellbeing. Mental illness affects work performance, interferes with the ability to concentrate or communicate effectively and contributes significantly to staff absenteeism. Over a third of respondents to our research stated that where there were deficiencies in these skills and that this contributed to high absenteeism; 50% said it reduced motivation - both of which contribute to, and are signals of, poor mental health.

7. Skills deficiencies

Skills gaps and skills shortages will continually challenge organisations, particularly when external factors (ageing workforce, technology, Brexit) come into play. Skills gaps refer to the internal workforce and relate to the missing skills, knowledge and competencies that need to be filled within the existing staff body. Skills shortages, on the other hand, relate to the lack of required skills in the external pool of potential workers – i.e. ‘when the demand for workers for a particular occupation is greater than the supply of workers who are qualified, available, and willing to work under existing market conditions’⁴³

The main skills viewed as no better than average (where respondents perceive average to be the very minimum competence required to carry out the activity), were technical skills (over 40% of respondents felt the skills of their workforce were no better than average), leadership skills (almost a third of respondents) and basic numeracy skills (a quarter of respondents).

% of respondents rating skills as not better than average



Respondents listed some of the impacts of skills deficiencies across their organisation and these included:

- Increased workload for other staff
- Increased operating costs
- Difficulty in meeting quality standards
- Delays in developing new products and services
- Loss of business opportunities to competitors

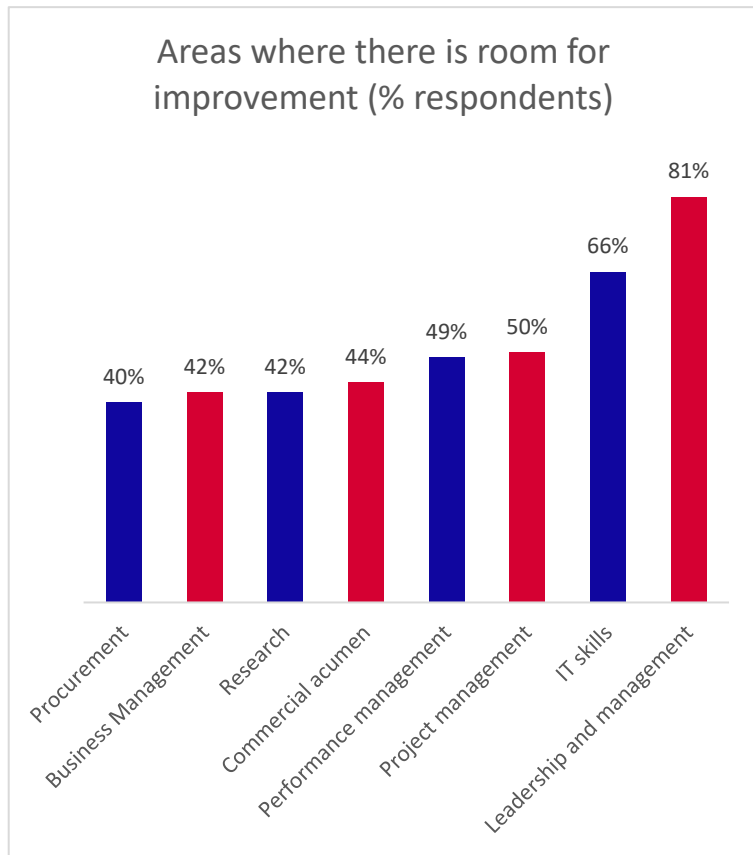
- Loss of funding
- Reduced motivation
- Difficulty meeting customer expectations
- High absenteeism
- Difficulties introducing new working practices
- Withdraw from offering certain products/services

The main steps taken to minimise the impact of these skills gaps include changing work practices (44%), organisational restructure (43%) and introducing coaching/mentoring schemes (38%).

Steps taken to minimise impact of skills gaps



Taking the issues of skills and competencies further, respondents felt there was room for improvement in a number of areas, for example IT, project management and performance management. Common reasons for these deficiencies were listed as pace of change, insufficient funding and lack of staff experience. However, as stated earlier, the key statistic in this report is that over 80% of respondents stated that there is room for improvement in terms of their organisation's leadership and management skills and the next section focuses more on the impact this has on other areas of work.



KEY MESSAGES

- Focus on those skills areas which are perceived to be of most concern and which might have the greatest impact over the longer term – e.g. leadership and management skills
- In an increasingly digital world, it is critical that technical / IT skills are continuously developed
- Management skills are identified as concerns in a range of ways – project management, performance management, business and process management

Leadership and management (room for improvement) - digging deeper



Picking up, once again, on the key statistic that 81% of respondents stated that there is room for improvement in the leadership and management skills within their organisation, this section looks to isolate and dig deeper into this to try to make some sense of impact and challenge. A workforce looks to its leaders and managers to deliver vision, strategy, operational competence, agility and confidence.

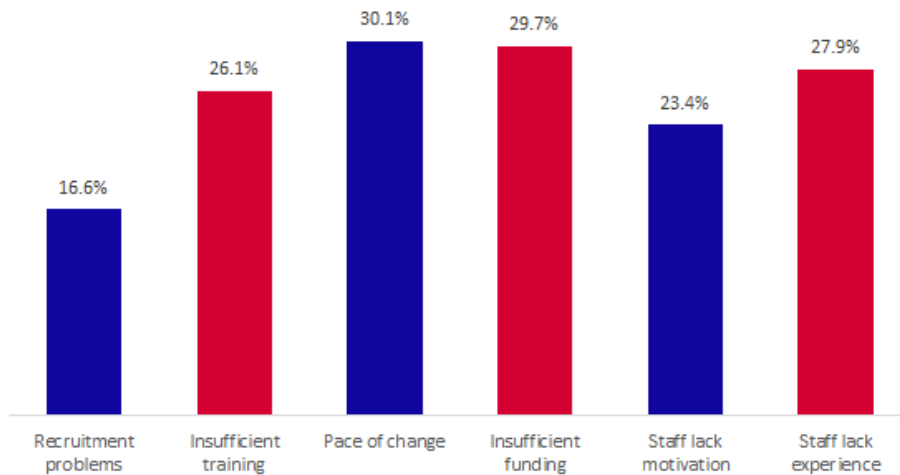
Leaders and managers should be the glue that links all the parts of an organisation together; enabling all employees to understand where their personal contribution fits into that organisation.

However, when this isn't the case, when leadership and management fail to deliver, the impact on all other aspects of an organisation quickly becomes apparent. In taking our data on leadership and management from the survey and analysing it in conjunction with other variables from the survey (through applying cross-tabulations and correlations) a case can be made that where leadership and management is poor, it has an adverse impact on other areas of an organisation.

Why does leadership and management require improvement?

It has previously been stated that four out of five survey respondents think that leadership and management required improvement within their organisations. Respondents were further challenged to identify why they thought this was the case. Some of the reasons stated relate to the organisation more than the individual (recruitment problems, insufficient funding, insufficient training). However, three other reasons relate more closely to the ability and attitude of leaders / managers - an inability for leaders / managers to keep up with change, lack of experience and, possibly most worrying in terms of inspiring staff and creating a vision, almost a quarter of all respondents cite leaders / managers as lacking motivation. This is particularly troubling in terms of wider staff morale and commitment. If leaders become disenchanting and disenfranchised, their energy levels drop, they lose inspiration, have lessened influence and this is very quickly communicated (verbally and visually) amongst the people they lead. The tendency then is for a wave of de-motivation to spread through the organisation; something that requires mature leadership to contain and turn around.

Leadership and management - reasons for the need for improvement



What impact does this have on other areas?

In addition to a considerable percentage of respondents indicating that leadership and management within their organisation requires improvement, almost a third also stated that they did not rate the competence of their leaders / managers highly. Where this is the case, the following indicates the critical / major impact that that this will have on other aspects of organisational delivery.

Impact of poor leadership and management on other areas of work

Area of work	Critical / Major impact	Minor / Moderate impact	No impact
Increasing the workload for staff	60.5%	37.5%	2.0%
Increasing operating costs	51.5%	42.7%	5.8%
Difficulty in meeting standards	48.5%	44.3%	7.2%
Delays in developing new products and services	58.2%	37.6%	4.2%
Loss of business opportunities to competitors	65.2%	25.3%	9.5%
Difficulty meeting customer expectations	54.1%	37.8%	8.1%
Loss of funding	72.2%	20.9%	6.9%
Reduced motivation	62.3%	33.5%	4.2%
High absenteeism	53.2%	33.9%	12.9%
Difficulties introducing new working practices	52.0%	41.7%	6.3%
Withdrawal from offering certain products/services	65.9%	23.8%	10.3%

Respondents in the survey link poor leadership and management to having a negative impact on all the areas above. The impacts span across business areas; some are linked to operational aspects (e.g. increasing operating costs, difficulties introducing new working practices), some are linked to product / service delivery (e.g. difficulty in meeting standards, loss of funding), some to business development (e.g. withdrawal from offering certain products/services, loss of business opportunities to competitors), some are linked to product/service development (e.g. delays in developing new products and services, difficulty meeting customer expectations) and some are linked to the impact on staff (e.g. reduced motivation and high absenteeism).

Exploring relationships

Analysing the data further highlights the negative relationships that might exist between leadership and management and other issues of concern arising from our findings. When the responses are examined to explore whether these relationships are significant or not, it can clearly be seen that they are - i.e. when leadership is rated poorly, other issues are rated poorly. The table below ranks the ten most significant relationships between poor leadership and other activities within organisations, where rank one indicates the most significant relationship⁴⁴.

Issues linked most clearly to ratings of poor leadership

Issue	Rank
Coping with challenges	1
Collaborative working	2
Communication skills	3
Interpersonal skills	4
Customer service skills	5
Team working	6
Self-management	7
Positive attitude to work	8
Problem-solving	9
Technical skills	10

In any organisation there are aspects of operational delivery which can more obviously be related to the influence exerted by leaders and managers. For example, issues relating to the basic skills levels of staff might not be routinely linked to poor leadership (and this relationship proved weak) whereas, coping with challenges is likely to be linked through factors such as confidence in support from management.

Evidence from the survey suggests that where respondents rate leadership as not effective, they are more likely to rate other aspects of organisational activities in the same negative way. This is particularly apparent in those activities which can be traditionally associated with leaders and managers. For example, 20.3% of all respondents, rate recruitment as not effective within their organisation. However, this percentages rises to 42% when isolating those respondents who also rate leadership as not effective - an increase of 21.7%. This can also be seen in the respective ratings of performance management (an increase of 14.7%), succession planning (11.5%), talent management (16.7%) and coaching and mentoring (24%).

Drivers of change

Finally, leaders and managers, whilst contending with the day-to-day matters of running an organisation, keeping staff motivated, delivering excellent service, etc. also need to have one eye on the future and the drivers of that future. Respondents were asked to identify what these drivers might be and how critical a part they would play in impacting on leaders / managers' efforts to ensure organisational performance. The drivers below emerged as the most important and have been captured in a PESTEL table - some appear in multiple sections, such as Brexit. These drivers can change with time and will develop from the unknown to the known (again Brexit). They may be enablers or barriers (and often are both); they will provide opportunities and risks and they will greatly influence the way managers and leaders respond to challenges and plan for the future. Response to these drivers will determine the resilience of organisations to withstand external pressures and still deliver excellent public services.

Leaders need to contemplate how they move their strategic thinking from 'reaction' to 'preparation', through the use of more sophisticated techniques and tools such as scenario planning, data analytics and horizon scanning. Always keeping in mind that drivers are fluid; they come and go, they vary in intensity and importance and, more often than not, they are waiting around the corner to spring a surprise. As we have seen, if leaders and managers lack motivation and the skills to excite and engage the workforce, then the organisation's ability to cope with challenges is likely to suffer. If, at the same time, they fail to monitor the drivers of change, and consequently act reactively when those surprises crop up (as they will), it is little wonder a workforce that is looking for greater leadership and management skills will report experiencing change fatigue and other stressors.

KEY MESSAGES

- Leadership and management failings = increased likelihood of failings across the workplace / workforce - this could lead to wider systemic failings
- Are leaders and managers equipped to do their job, e.g. in relation to managing organisational change - do the people who work with them believe they are?
- Are leaders future focused in terms of the changing nature of public services?
- Are leaders authentic - do they seem motivated?
- Where are the quick wins? Which areas of concern can organisations target in the short term?



Political

Any national political trends or circumstances affecting the nation or a significant proportion of the population e.g. a change in Government.

- Brexit
- Policy development
- New legislation
- Forward plan
- Apprenticeship Levy
- Devolution



Economic

Any economic trends or circumstances affecting a significant proportion of a population e.g. cost of products.

- Funding streams
- Cost of training
- Competitive market
- Cost of new products / innovations
- Brexit



Social

Any trend or set of circumstances relevant to a significant proportion of the population at large e.g. ageing population.

- Ageing society
- Migration / immigration
- Use of internet
- Demographics
- Health and fitness demands
- Mental health
- Public expectations



Technological

Any technological advance or changing use of technology that is having an impact on a significant proportion of a population e.g. online learning.

- Pace of innovation
- New products
- Internet
- Globalisation
- AI / Machine learning / Robotics
- Data analytics



Environmental

Any trends or circumstances relating to matters to do with the physical world e.g. re-cycling.

- Globalisation
- 'Green' lobby
- Sustainability
- Global warming
- Water shortages
- Carbon neutrality

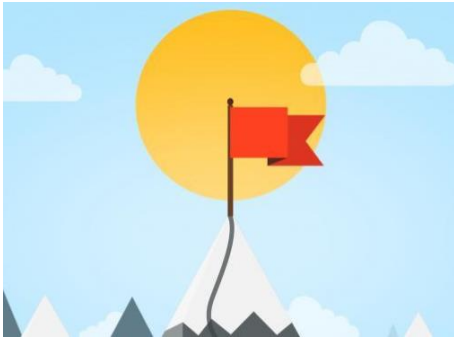


Legal

New legislation affecting a significant proportion of a population e.g. employment law.

- Uncertainty around regulation
- Implications of withdrawal from EU
- Health and safety issues
- GDPR

Meeting the challenge



In tackling leadership and management deficiencies, there needs to be recognition that new approaches are required to reflect the realities of the workplaces within which we operate. In practice, this will require changing the status quo and developing new behaviours and interactions to meet challenges such as digitalisation and the drive towards more collaborative working.

Current models of leadership may benefit from being re-framed. A social movement approach to business and leadership might be appropriate to ensure that the valuable resources of public service organisations are leveraged as a source of good, sustainability and inclusivity. Public sector organisations, in particular, are increasingly required to work collaboratively and in more integrated ways, e.g. health and social care integration and shared back-office services amongst 'blue light' providers. Therefore, leadership development needs to take account of this, instilling, nurturing and reinforcing the skills that collaborative leaders need. Independent organisations such as Skills for Health and Skills for Justice, and universities (especially Business Schools), can be pivotal in creating shared space to bring stakeholders together and to be a catalyst for the generation and promulgation of new models of leadership that ultimately improve the workforce experience and the quality and sustainability of our public services.

Leveraging diversity - especially within teams and among senior managers - for better policy and service delivery outcomes and more public innovation is critical. International examples of good practice (e.g., Austria, Belgium, France, Sweden and the Netherlands) could be studied and adapted to the UK context. These countries take a broader view of diversity, invest more in active programs to develop competencies, enable flexibility in work and careers, and measure progress with statistics and surveys⁴⁵.

One of the areas our survey results touch upon in terms of requiring improvement, is coaching and mentoring. This may prove to be one of the key areas of focus for organisations in driving forward better models of leadership. The use of coaching, mentoring and (adding to these), role modelling to up-skill leaders and potential leaders will be especially important. Role-modelling (displaying good practice in terms of values, attitudes, and behaviours), will be critical to ensure greater representation of women and other under-represented groups across the public services. This will be necessary to underpin new leadership paradigms, develop resilience and sustainability and ensure organisations engage effectively with a wider group of stakeholders.

Coaching and mentoring programmes, both within and across organisations, can be excellent (and cost-effective) methods of developing current and future leaders inclusively. In this instance, we take coaching to refer to the **specific delivery of training** aimed at achieving certain goals (for example, an increase in leadership skills). Mentoring, through consistent, guided, continuous development, will enable future leaders to receive independent, objective supervision which can support levels of confidence and competence.

In interpreting this data, the evidence takes us only so far, so we need to use our professional experience to explore what issues underpin the responses which call for both improvement in leadership and management and also better performance management. One way of looking at this, is that there is a hunger for greater leadership and management **communication** and **clarity**; this is understandable, as many of us at work experience ambiguity and change fatigue - and respondents identified this 'pace of change' as being a key challenge.

In dealing with this sentiment, organisations need to think carefully about how they approach the differences between **change, transformation and transition**. These expressions appear to be used interchangeably and yet there are subtle differences: in summary, all organisations are dynamic and therefore we can tend to overuse the term change, which raises psychological expectations and anxieties. Commonly, **change** is applied to specified change management planning; **transformation** - to go from one form to another - technically should be applied to realignment and restructuring; **transition**, finally, explains the dynamic evolving process of organisational life.

Back to the data - what the responses to our survey should remind leaders and managers is, that whilst certainty cannot be offered to workforces, clarity of purpose, position, values and even the occasional road map, can and should be.

Takeaway: key leadership and management issues for the future

- Leadership and management trends over the last twenty years have called for increasing our capabilities in emotional intelligence, political intelligence, communication skills and visioning.
- We need to lead across boundaries: geographical range, disparate workforces and flexible terms and conditions - digitalisation is key to meeting this challenge.
- The energy to communicate (as a discipline not an aspiration) and the need for understanding of digital culture would seem imperative to avoid a restricted transactional leadership style.
- Emotional intelligence is currently widely used to develop leadership capability and the starting ground for this, and many such programmes is leading and managing oneself.
- The need for leaders and managers to have authority, to be effective within a large organisation with myriad power dynamics at play, is essential to keep our followers motivated.
- The ability to create a clear shared vision with followers - setting out how we are all helping to make a difference at a societal level in the call for a greater good.
- Empowering others promotes personal responsibility and an 'adult-adult' workplace relationship between managers and staff rather than a 'parent-child' dynamic.
- Look after middle managers – they are a massive part of negotiating leadership and followership in our organisations
- Communicate, communicate and communicate...then communicate some more. Communication is a structure discipline It is not something that works by symbiosis or telepathy.
- Be clear about what can be certain – purpose, values, behaviours, priorities.
- And remember - all of this is held together by modelling positive behaviour...as a fallible human being.

Appendix 1

Methodology

The data contained within this report was collected and analysed through a quantitative research exercise which was employed in line with previous linked pieces of work. The research consists of a desk review, analysis of secondary data sets and a primary survey of employers in the public sector. The online survey from which the majority of data within this briefing report is drawn, was designed, presented and distributed using SurveyMonkey. The survey questions were piloted with individuals across the sector and a survey link was distributed with an accompanying email to potential participants. Reminder emails were sent out and the link was shared on social media. As such this was a 'snowball' survey. This survey was designed to be inductive; to gather opinions, generate ideas and provide analysis on the workforce challenges facing employers in the public sector.

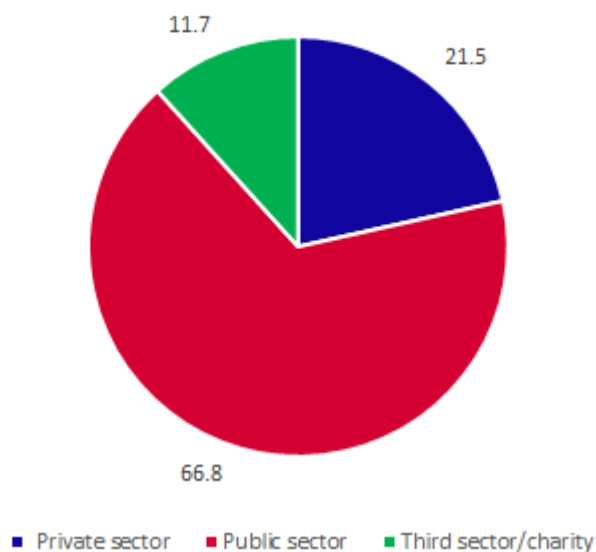
Appendix 2

Summary of respondents

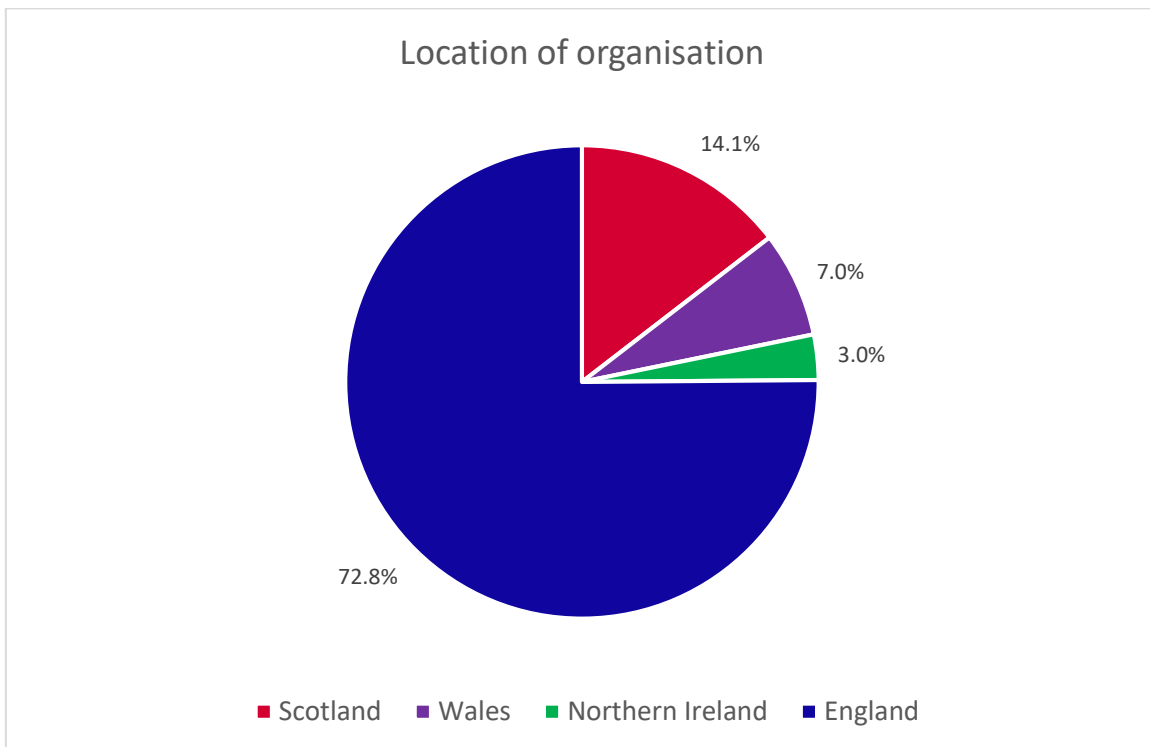
Six-hundred seventy-four individuals responded to the online survey of which two-hundred fifty-five were employers (one-hundred fifty-nine of these also provided training). In addition, one-hundred sixty-four respondents indicated they were exclusively training providers and one-hundred thirty-six self-employed individuals responded (fifty of which were training providers). 89.3% of respondents were female and 10.7% male, a slightly higher female to male ratio than the most recent national workforce data. 95.5% were white with 4.5% from black and ethnic minorities. Just over 2% of respondents stated that they had a disability.

Sector within which organisation operates	<i>No. of responses</i>	<i>%</i>
Private sector	138	21.5
Public sector	429	66.8
Third sector/charity	75	11.7

Sector within which the organisation operates



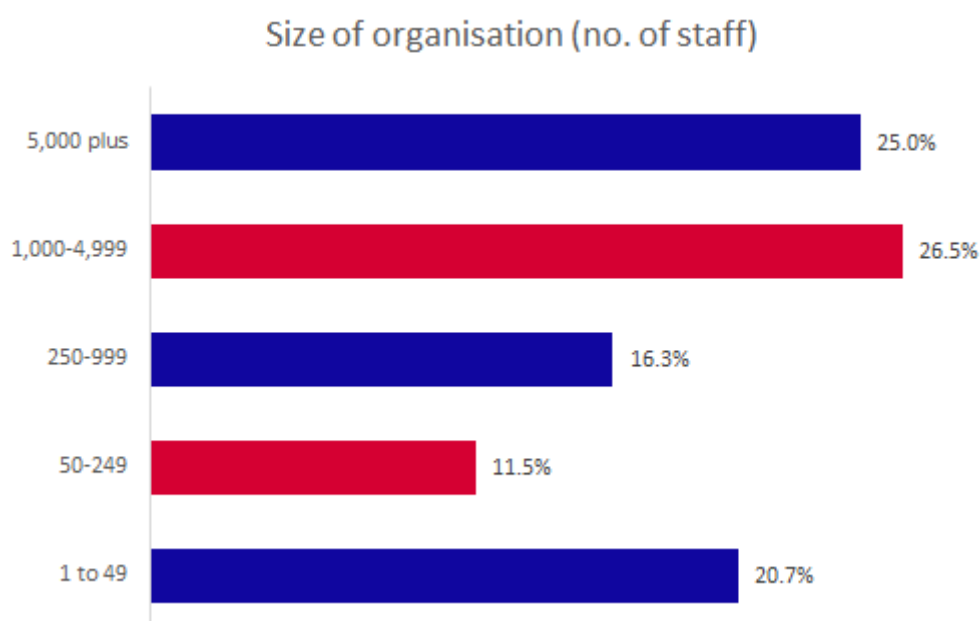
Location of organisation	<i>No.</i>	<i>% responses</i>
Scotland	90	14.1
Wales	45	7.0
Northern Ireland	19	3.0
England	466	72.8
Overseas	20	3.1



Size and nature of business

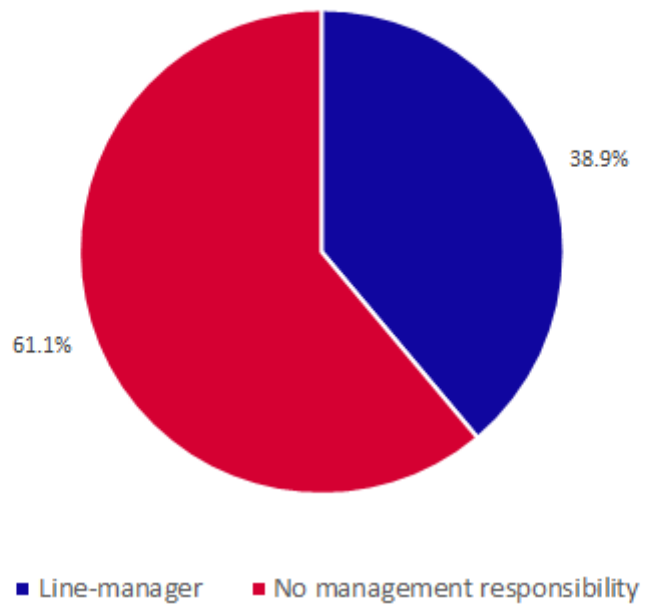
Business size varied, with most respondents working in establishments with two to five staff (24.3%) followed by those employing ten to forty-nine staff (23.7%) and those with two-hundred fifty plus staff (20.4%). Businesses operating from one independent establishment were most common and a third of all respondents stated that they considered their business to be in a 'high street' location.

Size of organisation (number of staff)	No. of responses	%
1-9	51	8.1
10-49	80	12.6
50-249	73	11.5
250-999	103	16.3
1,000-4,999	168	26.5
5,000 and above	158	25.0



Position of respondent	No. of responses	%
Line-manager	248	38.9
No management responsibility	390	61.1

Position of respondent



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