

# C4EO Excellence and Evidence Conferences

## Leading for Outcomes

June 2010

This presentation will cover

## **1. Project background and approach**

Introducing the project's objectives and our approach

## **2. Early findings**

Data collected and analysed from the first three local authorities

## **3. Questions for your consideration**

For discussion at the end of this presentation

### Objectives

- Explore the leadership qualities of DCSs and their SLT which impact on outcomes
- Examine knowledge, skills and attributes

### Approach

- Interviews with DCSs and their teams
- Development of 8 case studies in 'high performing' authorities
- Interim findings based on 3 cases
- Completed during 2009/10

### Quotations from the interviews

"Our partnership with the police is excellent. It's about **ways of working**, one valuing the other's contribution and asking them to **be part of solving the problem**. 'What do you do and how can we learn from that?' You have to **share the agendas**."

*AD Inclusion*

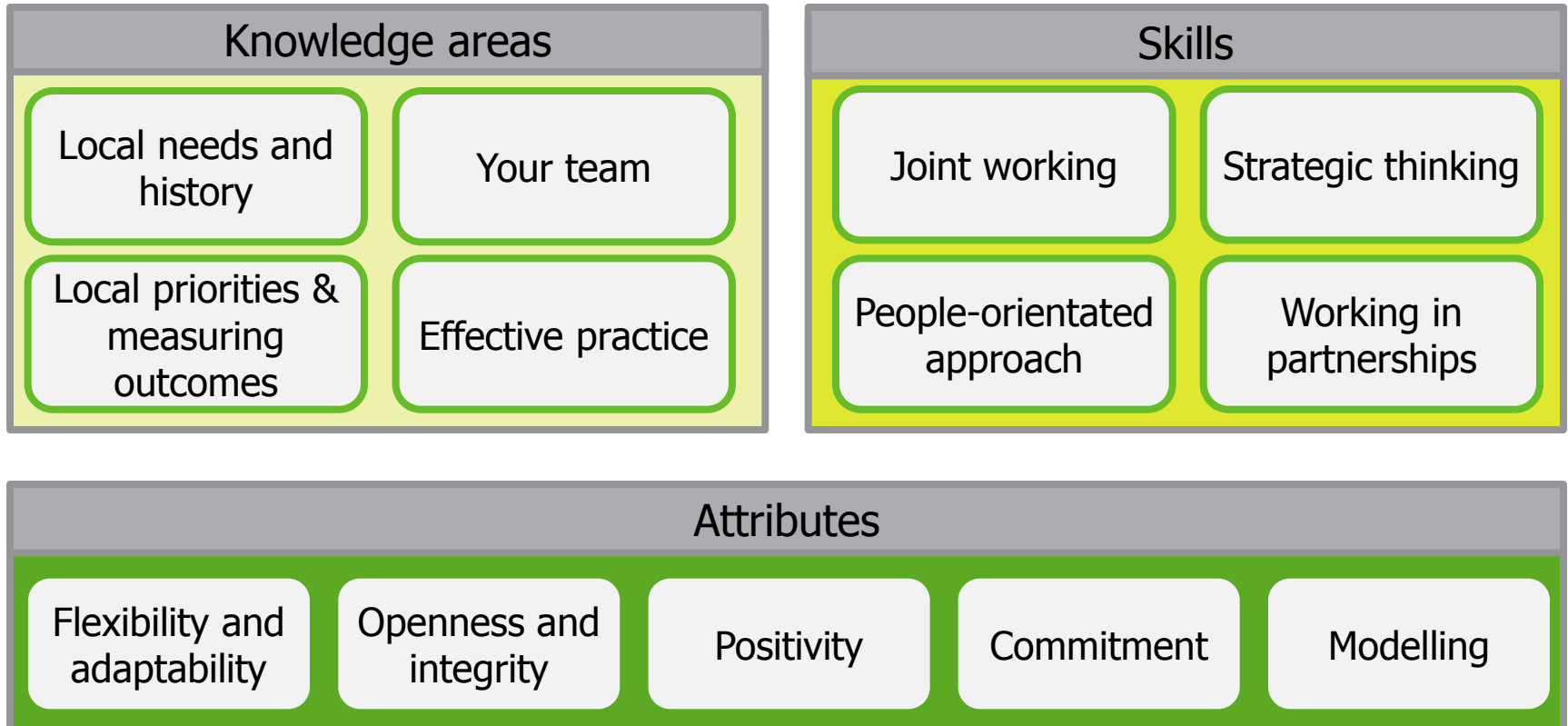
"**Selling the vision -- passion and energy**. Future leaders need passion - demonstrating that the whole is greater than the parts."

*DCS*

"I had worked in a range of places, so **I knew what good looked like**. I knew there was a lot that wasn't here and **I knew what the solutions were**."

*AD Children's Care*

What have the interviews so far revealed about the tools used by leaders?



What do the interviews tell us about leadership?

### **1. Collaborative Leadership**

Built through strong partnership working, distributed leadership and integrated team working

### **2. Application of knowledge**

Leadership is exercised through effective use of knowledge, systems and context to identify priorities, develop strategies and impact outcomes

### **3. Modelling**

Effective leaders recognise the importance of demonstrating and modelling attributes to their team, including a commitment to the role, work, and team

### **4. Flexibility in problem-solving**

Tenacity to find solutions and see things through is demonstrated at the highest level and encouraged in team members

Over to you...

### **Three questions for your consideration have been included in the materials you have been given**

1. What challenges in delivering improved outcomes have you experienced when working with other organisations? What role has effective leadership by the DCS in the local authority played in resolving these issues?
  2. In your view, what are the key knowledge, skills and attributes required for an effective DCS? What actions do they bring about and what impact do they have on outcomes?
  3. What systems are in place to ensure that day to day operations reflect strategic priorities?
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