

Date: 16 November 2022

Item: Leadership Development at Transport for London

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**This paper will be considered in public**

**1 Summary**

- 1.1 To update Panel members on the approach being taken to develop leaders at all levels in TfL and how this supports our mitigation of our strategic risk (ER2) on the attraction, retention and wellbeing of our people.

**2 Recommendation**

- 2.1 **The Panel is asked to note the paper.**

**3 Background**

- 3.1 We know that having good calibre leaders is essential for the challenges we face in retaining our talented employees, and building our brand and employee value proposition (EVP).
- 3.2 Over the last decade TfL has supported an executive education partnership with Cass Business School (2012 – 2016), an in-house Leader Led approach (2017 – 2019) and various departmental programmes aligned to local business plans, for example Fit for the Future Stations (2013 – 2018). The pandemic, combined with severely restricted funding, meant we focussed on curating a mainly online offering called [Stay Learning](#), which was supplemented with a bespoke 360 tool, mentoring, group coaching and membership of organisations including [Whitehall Industry Group](#) and [Women in Transport](#).
- 3.3 We have also supported programmes for emerging leaders including a GLA sponsorship programme [Our Time](#) and our work with Graduates and Apprentices.
- 3.4 Evaluation of our approach to date shows that our leaders most value coaching, the opportunity to network to build opportunities to collaborate and learn from other leaders and the time to think and reflect. We are also cognisant of how leadership development is changing, moving away from top-down programmes to more self-directed and experiential. There is more emphasis on authenticity and emotional intelligence for building trust and communication skills. Also, recognition of the complex context our leaders need to thrive in including financial crisis, pandemic recovery, and the threat of climate change.

## 4 Leadership Development Approach 2022 -2025

- 4.1 Our primary purpose is to build values led leaders who embody being caring, open and adaptable and create strong followership from others. All our actions and programmes to develop leaders are informed by these values.
- 4.2 We have two frameworks to provide clarity and consistency. These are:
- (a) **Senior TfL Leadership Strengths**– these describe the key attributes needed to successfully meet our objectives and challenges. They are used to identify strengths and development areas and are embedded into senior recruitment and job design. They cover areas such as Commercial Thinking and Building our Future to reflect the strategic responsibilities of our most senior leaders.
  - (b) **People Leadership Framework** – due to be launched in December 2022. This is aimed at all levels of people leaders, from front line supervisors through to our most senior roles. This framework describes how we expect all of our people leaders to deliver Our Vision and Values in leading their teams’ performance to deliver on TfL priorities.
- 4.3 These frameworks shape our development offering which has five levels:
- (a) **Entry level** – this describes both our Graduate and Level 6 Apprenticeship programmes for General Managers. Also, our internal upskilling at Levels 3 and 5, which was piloted in Asset Management. We are ambitious to grow internal apprenticeship upskilling further through use of our Apprenticeship Levy and the full suite of management apprenticeship standards. We have recently re-tendered for providers to work with us on delivery for Level 3, 5, 6, and 7 programmes which will be aligned to either the Institute of Leadership and Management or the Chartered Management Institute depending on Apprenticeship Level.
  - (b) **People Leader Foundation** – this covers a suite of self-directed training resources including manager induction, mentoring and workshops aligned to our People Leader Expectations. It is aimed at all levels of people leaders and aspiring leaders. This includes building confidence and skills to have the conversations necessary to drive performance.
  - (c) **Emerging Leaders** – currently open to General and Project Manager final year Graduate and Apprentices. Includes two placements providing team leadership plus networking and a speaker programme from senior leaders. We want to grow this programme to include other high potential employees identified through our approach to talent and succession planning and building on the successful model we have for our Graduate and Apprentices of providing placements with dedicated feedback.
  - (d) **Getting Ready for Senior Leadership** – shortly to be launched to senior managers at Band 4 and 5 level to help them move towards Director roles. This is a sponsorship programme with additional leadership experiences based around our Leadership Strengths. This will align to our work on building diverse succession pipelines.

- (e) **Director Support** – covers induction for new Directors and group coaching to support collaboration, shared problem solving and support for Directors who act as sponsors and mentors for emerging leaders. Individual coaching is also available to support Director resilience and wellbeing.
- 4.4 Local programmes, for example the LU Leading Customer Service programme, are funded and managed locally. A business case is made for each programme, and it is aligned to local People Plans. Our HR Business Partners act as programme advisers to ensure local programmes are not duplicating learning available from central programmes.

**List of Appendices:**

None

**List of Background Papers:**

None

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