

Appendix 1: Leadership Development at Transport for London

Date of Panel meeting: 13
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CONTEXT AND OBJECTIVES

Building a strong culture of good people leadership across our organisation is key in supporting everyone to achieve their work ambitions and creating an inclusive culture, two priorities of our Colleague Strategy.

We need to provide our people leaders and aspiring people leaders with development opportunities that are personalised and appropriate to where they are in their leadership journey. We are aware of how leadership development is changing, moving away from top-down programmes to more self-directed and experiential.

Lack of development opportunities is also a key theme we received via last year's Viewpoint colleague survey which this will help address from a leadership development perspective.

SUMMARY

- Leadership interventions to date – slide 2
- Leadership development to 2025: our People Leadership pathways – slide 3
- Overview of Our People Leader Foundation – slide 4
- Next steps and timeline – slide 5
- Appendix – Our People Leaders Framework – slide 6

ACTION

- This pack will provide an update on our Leadership Development Approach.
- We ask the Panel to note TfL's approach to Leadership Development.



Leadership interventions to date

We have several successful initiatives for our people leaders and aspiring people leaders to support them in their people leadership journey.

Launched Our People Leaders

Setting out what it means to be a people leader to deliver our strategic priorities

Our People Leader Welcome

Half day induction event to welcome newly recruited and newly promoted people leaders

Senior Leadership Strengths

The key attributes needed of senior leaders

Ops 'Leading Customer Service programme'

Targeted programme for operational people leaders

Director Group Coaching

Group peer to peer coaching for Directors

Leadership and Management Stay Learning Site

Comprehensive repository of resources to support self-directed learning

Getting Ready for Senior Leadership

Our Sponsorship Pilot Programme aimed at preparing senior leaders for Director roles

Action on Inclusion (Aol) Senior Leader Briefings

Setting out accountability for role modelling allyship and driving positive changes to deliver on Aol's actions and ambitions

Development Masterclasses

Deep dive sessions with the business on specific development topics, including targeted leadership development sessions

Emerging Leaders

Accelerated Graduate development programme pipelined from graduate and L5+ apprenticeship schemes, aimed at supporting them to roll off to midlevel leadership positions

Sustainability Awareness Programme

Training for senior leaders to facilitate sustainability discussions and embed leading on the sustainability agenda

Management Graduate and Apprentice Schemes

General Management, Safety, Health and Environment Management and Project Management Schemes

Leadership development to 2025: our People Leadership pathways

Our programme aims to bring a clear pathway to leadership development and progression.

Building on the recently launched Our People Leaders Framework, it will enable our people leaders and aspiring people leaders to access the relevant tools and interventions appropriate to their readiness.

Making development easy, accessible and targeted based on colleague needs and aspirations means we can develop a strong culture of good leadership, and create a pipeline of talented, caring, inclusive leaders.

The initiatives noted are examples of in flight / proposed programmes, aligned to each leadership pathway.

Examples of 'stretch / move' initiatives
Examples of 'strengthen' initiatives



Executive Level

Supporting our Chief Officers to ensure we are continuing to make strategic impact on being the strong green heartbeat for London

- Examples: **I:1 Coaching / Senior Leadership Strengths**

Senior Level Leadership

Building on our Senior Leadership Strengths, we want to ensure our programmes continue to drive success for our senior leaders and their teams from the top down

- Examples: **Director Group Coaching / Sponsorship programme for Senior Leaders to Director positions / Succession planning**

Mid Level Leadership

Continued development of our mid-level people leaders is fundamental to achieve a great place to work, including supporting those aspiring to move into senior leadership

- Examples: **Group Coaching / Mid-Level Leadership Development programme / Leadership upskilling apprenticeship**

First People Leader Role

We will support colleagues and new starters in their first people leadership role, with initiatives to support development of fundamental leadership skills

- Examples: **People Leader Welcome Induction / Financial and Commercial Management suite / Mentoring / Secondments**

People Leader Foundation

Employee led development hub, setting out targeted leadership development for all, no matter where leaders are on their leadership development journey

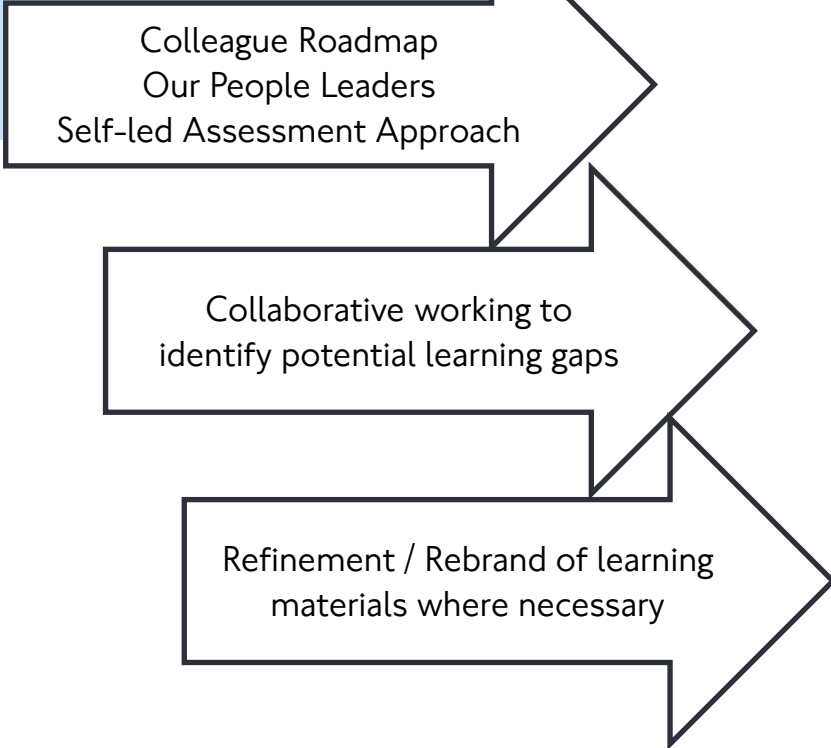
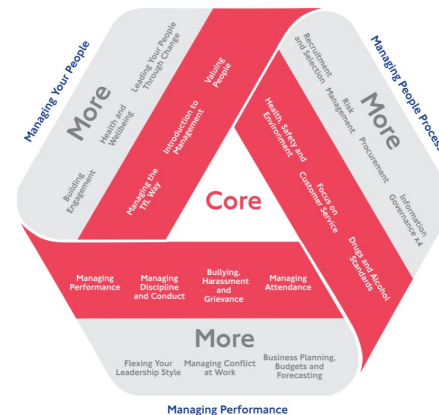
People Leader Foundation: Development for all people leaders and aspiring people leaders

Our refreshed Leadership Development hub will include:

- Series of self-guided development modules and 'How to' guides
- Our People Leader intro webinars and workshops, courses
- Inspirational library of videos and readings

Managing Essentials

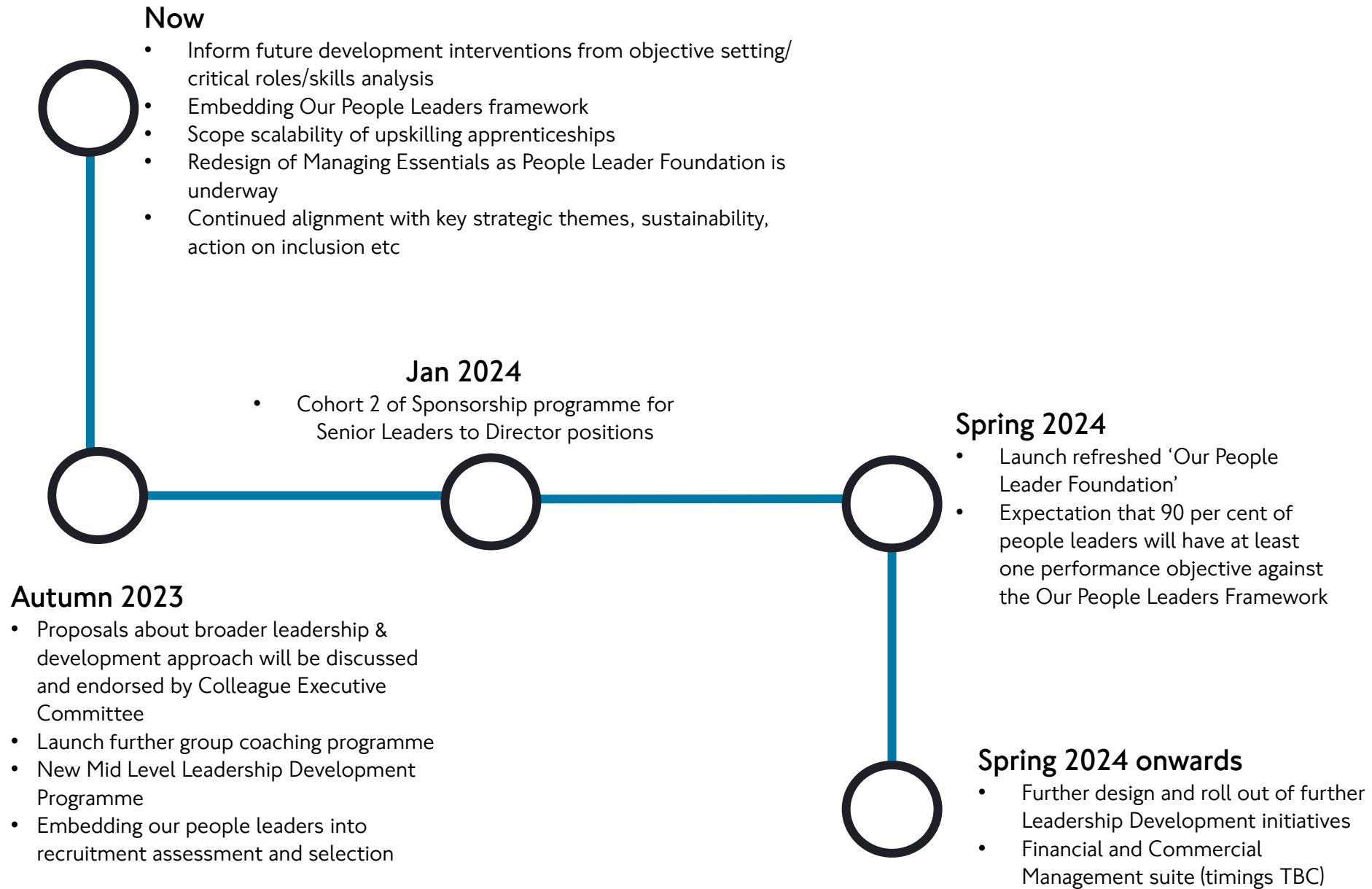
- 8 years old – Need for change
- Rigid structure of **Core & More**
- Expectation for managers to complete



Our People Leader Foundation for Learning

- People leader centric
- Foundation for learning
- Self-led development with guiding pathways
- Self-assessment
- Fluid and evolving
- Reference for development
- Supports learning in the flow of work
- Aligns to TfL learning and development approach

Leadership Development Approach Timeline



Appendix – Our People Leaders Framework

Connects the team's purpose with delivering TfL's Vision and Values

- Shows the team how their work contributes to delivering TfL's vision and priorities
- Communicates key information clearly and openly so that colleagues can understand and contribute
- Listens and answers questions to ensure colleagues feel understood and that their views are valued
- Role models our values. Supports and celebrates our colleagues to do the same

Drives and inspires good performance

- Agrees and regularly reviews key objectives and priorities for all team member using myJourney
- Builds trust with colleagues, empowering them to deliver and providing support when needed
- Prioritises regular and meaningful check-in conversations on contributions and wellbeing. Recognises successes and continually provides high quality feedback
- Responds to performance concerns and wellbeing matters promptly with care and honesty

Creates a caring, inclusive, sustainable and safe working environment

- Is genuinely interested in colleagues; who they are and the support they need to contribute
- Ensures everyone feels included and encourages contributions from all
- Creates an environment where colleagues can raise concerns, sets an expectation that everyone is treated with dignity and respect, and does not tolerate behavior that is discriminatory
- Priorities and inspires a safe and healthy workplace and provides focus for improving the environmental impact of our services

Collaborates and supports others to achieve

- Spends time with their team and is available to their colleagues when they need them
- Involves colleagues in key decision making
- Creates a team that works well together for the benefit of their customers
- Expects great working partnerships between colleagues, suppliers, contractors, and customer representatives

Continuously develops and adapts to improve (service, team, self)

- Is open and transparent when implementing change and positively represents TfL management
- Creates an environment where we are constantly innovating and learning to improve effectiveness and efficiency
- Demonstrates support for the continual development of all team members
- Continuously develops their self-awareness and skills as a people leader