Leadership and Management Transformation Maturity Index

The index below sets out the typical **Leadership and Management** characteristics demonstrated by councils at each stage of their transformation maturity.

It is split into five levels (Level 1 being lowest and Level 5 being the highest).

A fuller definition of the typical characteristics of councils at each level is set out at the end of this document.

The following **Leadership and Management capabilities** are covered.

- Vision and strategy
- Focus on outcomes
- Decision making
- Problem solving
- Relationship building
- Contextual awareness
- Emotional intelligence
- Setting and modelling positive behaviours
- Collaboration
- Working ethically
- Encouraging innovation

	Level 1	Level 2	Level 3	Level 4	Level 5
Vision and strategy	The council plan sets a vision and strategy, but this is not embedded council wide, or is not sufficiently specific in relation to the intended SMART outcomes. There are few metrics in place to measure success. Services tend to operate in silos, with limited cross council prioritisation.	The council has a clear vision and strategy, supported by service plans that contribute to it. The link between service plans and strategic outcomes is not always as clear as it could be. Overall activity is not prioritised based on greatest impact to the council's overall strategy.	The council has a clear vision and strategy with associated metrics for success in place. This is enabled through cross cutting strategic delivery programmes to support the achievement of outcomes. Service planning and delivery does not operate in silos and prioritisation is council wide.	Level 3 has been met. In addition, the vision, strategy and delivery plans are understood across the council at all levels.	The council's vision and strategy are brought to life on an ongoing basis through its governance, communication, and ways of working. Evidence is used to adapt the strategy as required.

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Focus on outcomes	Outcomes are not well defined, and lack specificity, making it a challenge to understand the current state and to define the actions needed to achieve the end state – e.g. 'Improve customer satisfaction'. Activity may not link back directly to the achievement of outcomes and is likely to be tactical in nature.	Outcomes are well defined corporately but usually service specific in nature and delivered at a service level - e.g. 'Increase customer satisfaction with waste services by 15% between January and September based on current satisfaction methodology. Services may operate in isolation to achieve the aim.	Cross cutting outcomes are defined and wider contributions to the outcomes mapped and understood, enabled by effective use of data. Delivery of activity to positively impact outcomes is council (or place) wide and includes specific details, measurable targets, and actionable steps to assess progress towards the end goal.	Level 3 has been met. In addition, there is deliberate and visible emphasis on the achievement of meaningful and well-defined outcomes in everything the council does. Leaders direct resources with reference back to the outcome/s and ensure all activities align with the end goal/s. Leaders may also engage outside of the council to achieve their aims.	Level 4 has been met. In addition, data and continual learning is embedded and systemised on an ongoing basis to enable adjustments to be made to delivery to increase efficiency in the achievement of outcomes.

	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Decision making	Decisions are typically made within service silos and lack the wider framework of reference to understand impacts on other activities or services. Decision making is not visible council-wide and often results in unforeseen pinch points on resources, or downstream impacts. Decisions are not always timely.	Decisions are made within services, but within a service-level governance framework that does not always consider council-wide impacts and may fail to consider holistic dependencies on people, process, technology. Decision making is often hierarchical and led by service management teams.	Decisions are made thoughtfully and rationally in the interest of achievement of whole council outcomes. Decisions consider all available options and their relative benefits, risks, costs and impacts on people, process, and technology. Decisions include appropriate ethical considerations and decision-making is supported through cross cutting council governance structures.	Level 3 has been met. In addition, decisions are always informed by data, with metrics that are reviewed continually to enable ongoing adaptation to change within the operating environment. Leaders confidently make evidence-based decisions in a timely manner.	Level 4 has been met. In addition, Leaders seek feedback on the decision-making process itself to optimise decision making and continually learn from feedback.

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Problem solving	Solutions are considered before problems are properly understood, leading to failure to address root causes, often via service specific, tactical projects that do not holistically consider all necessary levers needed to address the problem properly. Re-work is often needed later.	Problem solving is informed by evidence, often via a service level discovery. Time is taken to understand problems before solutions are put forward, and options are often considered. Services may involve other stakeholders across the wider council but do not always seek the breadth of inputs needed to holistically address the need.	A whole council approach is taken to problem solving, engaging with, and involving, multiple stakeholders and perspectives to ensure problems are approached using research and a rational evidence base, enabling innovative solutions to be found. Analytical thinking is applied to break problems down into their component parts, and collaboration across the council is enabled to achieve the optimal outcome.	Level 3 has been met. In addition, objective metrics are used to support the research base, with ethics and long-term sustainability of solutions considered.	Level 4 has been met. In addition, councils who are optimised use the process of problem solving to enable personal and organisational development and growth, sharing learning openly across the organisation to build capacity and understanding over time.

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Relationship building	Relationships tend to exist at a tactical level, based on groups of people being brought together to fulfil tasks, often with no longer term incentive.	Relationships exist within services and there is some cross service working, this tends to be project specific, or based on personal relationships. Relationships are designed to support the achievement of service objectives and multi-disciplinary working is encouraged but arranged on a project-by-project basis.	The development of cross council relationships is prioritised as a key enabler of organisational transformation, enabled by cross cutting mechanisms being put in place and linked to shared governance. There is appropriate investment in the development and nurturing of relationships made at all levels, including a focus on values, behavioural expectations, and conflict resolution.	Level three has been met. Strong, lasting relationships are facilitated based on trust. Relationships are open and honest, constructively challenging, and mutually supportive. Different perspectives are welcomed and compromise encouraged to achieve end goals. Leaders seek to cultivate their own networks in the interest of achievement of council outcomes.	Level four has been met. In addition, leaders demonstrate cultural awareness and competence, appreciating differences and actively seeking diversity in perspective within and outside of the council. Learning is shared across the council in relation to effective relationship building and lessons learned.

	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Contextual awareness	Services and individuals operate in isolation, often without awareness of the wider organisational context.	Services operate with the wider organisational context in mind, and within their own service area are mindful of the wider council context and adapt service level plans accordingly.	Leaders demonstrate strong situational understanding, including the political, environmental, and inter-personal dynamics that enable whole council transformation and can adapt plans and behaviours accordingly.	Level three has been met. In addition, leaders demonstrate cognitive flexibility and have an open and adaptable mindset, flexing plans to address the changing context as needed.	Level four has been met. In addition, leaders navigate complex situations with a deep understanding of the different factors that influence outcomes and use a mixture of behavioural responses to achieve the desired outcomes.

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Emotional intelligence	There is a lack of self-awareness and / or emotional regulation with limited understanding of the impact of individual actions on others and limited empathy. This often manifests as difficulties in handling feedback and criticism, or a fixed mindset in relation to how things are done.	Clear expectations may be in place in relation to the handling of personal emotions and managed through the line manager relationship at a service level.	Clear expectations are in place council wide, with codified behaviours, including self-regulation and awareness of personal impact on others made clear. Behaviours are reinforced through management behaviour and application and via ongoing feedback and coaching against a consistent framework. Behavioural expectations are made clear in the PDR process. Action is taken if expectations are not met.	Level three has been met. In addition, leaders recognise, understand, and manage their own emotions and understand the impact of their emotional responses on others, adapting behaviour accordingly. They are self-aware and able to self-regulate showing empathy with others and can use their emotional intelligence to influence positive change aligned to desired outcomes.	Level four has been met. In addition, leaders seek continual feedback on their impact on others are receptive and adaptive in their approach. Positive behaviours are modelled consistently in all circumstances.

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Setting and modelling positive behaviours	Behavioural expectations are not codified. Behaviours are based on custom and practice and may vary considerably based on individual management styles and approaches.	Service level expectations are in place, with behaviours discussed at service level and included as a point of reflection in PDRs and 1:1s. The link between behaviour and the achievement of outcomes is made clear.	Council wide behavioural expectations are in place and aligned to support the achievement of outcomes. Expectations are embedded through management behavioural modelling and formal controls (PDRs and 1:1s). There is a clear golden thread between strategic intent and the behaviours to enable it. Behaviour that is objectively outside of the expected standard is challenged.	Level three has been met. In addition, colleagues outside of the line management relationship feel empowered and equipped to positively address behavioural issues and are supported to do so appropriately. Employee development is in place to provide clarity on 'what good looks like' and to enable strengthening of positive behaviours over time.	Level four has been met. In addition, leaders model positive behaviours and demonstrate accountability, integrity, authenticity, resilience and empathy always. Behaviour can be adapted to the operating context to support the achievement of outcomes balancing decisiveness with collaboration. A coaching approach is used to build the capacity of others.

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Collaboration	Collaboration is tactical and limited to the efforts of individual employees.	Services actively encourage collaboration and there may be cross service working in place for initiatives or projects, typically involving multi-disciplinary and cross functional teams. The council does not have a wider expectation of collaboration with service projects and initiatives still largely operating in silos.	The council has a clear expectation of cross functional and multi-disciplinary collaboration in place, and all projects and initiatives involve collaboration as the norm. Culturally there is an expectation that services will work across structural boundaries to focus on outcomes, and this is enacted in employee behaviour in most parts of the organisation.	Level three has been met. In addition, the council has embedded collaboration in all service areas and uses collaborative inputs to continually reflect on lessons learned and ensure continuous improvement.	Level four has been met. In addition, the council collaborates openly and manages challenging collaboration effectively, often working across the place to amplify outcomes. There is evidence of collaboration impacting positively.

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Working ethically	There are no values, principles or expectations set of ethical practice across the organisation other than those applied externally.	Individual services or projects consider the ethics of decisions and changes; however, this is not framed within the context of a whole organisation ethical framework. Guiding values and behaviours may exist organisation wide, but without active consideration of ethical impacts or unintended consequences as part of decision making.	A clear and transparent ethical framework for decision making exists council wide, with ethical considerations factored into all decisions and aligned to the overall control framework. Unintended consequences, and the potential for bias are actively discussed and data is used to understand potential impacts objectively.	Level three has been met. In addition, the organisation seeks to continually review its ethical framework in the light of emerging insights, opportunities, and technologies. Leaders in the organisation advocate ethical decision making and support teams to understand its importance and how to achieve it.	Level four has been met. In addition, the organisation seeks external assurance on its ethical framework and to monitor prior projects and impacts, feeding lessons learned into continual improvement of the framework and related decisions.

	Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Encouraging innovation	There is limited strategic effort to encourage innovation. Multi-dicisplinary ways of working are not in place consistently. Capacity is not created to enable the 'thinking time' needed for innovation to thrive. There are no formal mechanisms to capture and / or prioritise new ideas. Idea generation is not visibly rewarded.	Individual services or projects consider new ideas, however there is not a consistent approach in place organisation wide. Idea generation may be encouraged or celebrated in an ad hoc way.	A clear framework is in place organisation wide to encourage idea generation and prioritisation. Senior personnel are engaged in and actively take an interest in making idea generation visible. There is a feedback loop back to idea generators about what is happening with their idea (even if it doesn't progress). Multi-disciplinary ways of working and diverse teams and governance structures are encouraged as the norm.	Level three has been met. In addition, the organisation seeks to visibly celebrate and reward inputs to and outputs from the process – reducing fear of failure and creating the conditions for innovation to thrive. Leaders in the organisation advocate ideas generation and welcome all ideas, clearly explaining why some ideas move forwards and some do not to enable continual learning. The council involves partners and customers.	Level four has been met. In addition, the organisation celebrates idea generation externally, encouraging a collaborative spirit of innovation and trying new things across the place / sector, openly sharing successes and failures.

Maturity level definitions

The following definitions define the general characteristics of councils at each stage of their transformation journey and should be read in combination with the specific characteristics of each capability.

Level One: Level one describes the typical capabilities and characteristics of councils who do not yet have whole organisation approaches to transformation in place. These councils are characterised by having lots of individual projects happening within services and with no joining up between them corporately.

Typically, success depends on the efforts of individuals rather than on processes and established ways of working. Coordination and communication are usually limited. Senior leaders may plan strategically but do not put the mechanisms in place to translate their vision into joined up action, often becoming disappointed or frustrated when initiatives fail.

Level Two: Councils with Level two transformation capabilities may have consistent practices in place within individual service areas or projects, or in pockets of the authority. This may include templates, standard processes, reporting and some repeatable ways of working.

Cross-functional teams, with representation outside of the service area, are often pulled together to drive project delivery, but these defined ways of working do not span the whole organisation.

Typically, at this stage there is some analysis and focus on strategic outcomes, and basic benefit capture and tracking (e.g. identifying and tracking savings). Usually there are a small number of defined roles in place including Project Management capacity.

Level two organisations are beginning their transformation journey.

Level Three: At Level Three, councils have integrated transformation capabilities and are applying standard ways of working across the whole organisation, incorporating continuous learning and best practice.
Changes are managed effectively against an integrated governance structure that spans people, process, technology and financial. Teams share information across departments and effective, co-ordinated communication is in place that sets out clear organisational vision and makes the 'golden thread' between projects and organisational outcomes clear.

Roles and responsibilities are clear, enabling employees to understand their role in transformation and to be empowered to take decisions within their remit. Staff engagement is regular and enables two-way communication and problem solving. Change resistance is managed and Senior Leaders understand, and invest appropriately in, all the levers needed to deliver effective transformation.

Level three councils understand what good looks like and are developing their capacity and capability to support transformational change.

Level Four:
Councils who reach Level 4 are strategic in their approach to transformation.   This means that they go beyond aligning ways of working and linking activity back to the Golden Thread, implementing and embedding consistent, predictable, best practice ways of working that support transformational outcomes.

Accurate, real time or near real time data analysis is consistently used to enable actionable insights that drive decision-making and track progress. Metrics are used to understand what is working, and what is not, enabling changes to be made where needed.

The organisation has confidence in its decision making and is mature enough to stop activity where value has diminished.
Change resistance in Level 4 organisations is minimised and there is a more consistent culture across service areas due to effective communication and leadership.

Level Five: Level Five represents a best practice organisation that is fully optimised and self-optimising.

It is rare for councils to reach a fully optimised transformational capability and those that do set the benchmark for the sector.

A fully optimised transformation capability is evident in optimised processes, maximum productivity and efficiency, evidence of significantly positive impact on outcomes and the use of capacity created to drive innovation.