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| **My Learning Log**  **Module 4 – Organisational Effectiveness** |
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**How to use your learning log**

* Your Learning Log will act as a supportive resource, allowing you to capture actions, reminders and reflections on your learning.
* It includes some suggested activities and thought-provoking questions.
* Download at the start of each module and update as you work through.
* There may be some activities that you are unable to complete in your current role. That’s fine, these are only recommendations. The important thing is to find ways to put into action the learning you have completed, so do this in the way that suits you best.
* The appendix at the back of this document will provide you with supportive resources.
* The NFCC Leadership Framework self-assessment results will help focus your attention on your greatest development needs and help you maximise your strengths.
* Once you have completed the activities and reflections in your Learning Log, you are encouraged to have a discussion with your line manager. Think about:
  + What you have learned and how you will put these into practice
  + Your top 3 takeaways following completion of this module
  + Further activities and development to embed your learning (see next steps below)

**Sign off of module**

In order to sign off this module, you should have:

* Completed the development
* Discussed your actions, reflections and top 3 takeaways with your line manager
* Agreed with your line manager any further areas for development or actions to carry forward onto your development plan

Once this has been completed, update the table at the end of this document.

**Next steps**

You may want to consider:

* Adding further development, activities and actions to your Development Plan.
* Accessing the ‘development’ section of the [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf) for more support, top tips and guidance on managing your own development.
* Ensuring that your ongoing development is included as part of all future 1-21-s and appraisal / performance conversations.
* Approaching a coach or mentor for further support (discuss your services approach to this with your line manager). You may find the [NFCC Coaching and Mentoring Toolkit](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) a good place to start.

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| 1. **Organisational purpose and culture**   **Self-reflection and activities** |
| **Organisational purpose**  What is your Service’s organisational purpose or mission?   * How will you energise and engage others with this purpose? * How do you own, and your team’s objectives align with this purpose?   It might be useful to link back to Module 2 – Outstanding Leadership where we looked at setting direction, the golden thread and setting objectives. |
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| **Cultural Iceberg Model**   * What are the ‘easy to see’ cultural aspects within your team and/or service? * What are the ‘difficult to see’ cultural elements within your team and/or service? * What is the impact of this? |
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| Think about yourself in relation to the Cultural Iceberg Model. Which of these aspects do you:   * Readily demonstrate i.e. which are easy to see? * Keep hidden i.e. difficult to see? * Why is this?   As an alternative you could also consider this for a person you work closely with. |
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| **Core Code of Ethics and Values**   * How will the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) help drive organisational purpose and culture? * What behaviours would you expect to see? * Which behaviours do you / will you, role model that drive cultural improvements? |
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| **Johnson and Scholes’ cultural web**  Look at the different elements that contribute to the values and culture of your own team.   * What do you notice? * How might this hinder or help when the need for change arises? |
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| Space for your own reflections and activities…… |
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| 1. **Managing change**   **Self-reflection and activities** |
| **Force Field Analysis**  Think about a change that you are about to implement, using the Force Field analysis, consider:   * What are the forces driving change? * What are the forces resisting change? |
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| What plans can you put in place to mitigate against the forces resisting change? |
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| Think about a large change that may have experienced yourself, either personally or professionally. What do you recognise about the different stages of the Change Transition Curve? |
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| It's important to remember that we all deal with change in different ways, depending on the situation.   * How will you recognise when your team members are struggling? * What characteristics might they be demonstrating? * How can you support your team members through the different stages? * How will you support their wellbeing? |
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| **Continuous improvement**   * How can you apply the Kaizen theory to your own continuous improvement processes? * Do you have an ideas or continuous improvement scheme in your service? |
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| **Embedding and evaluation**  Implementing a change also includes embedded the requirements and measuring its success.   * Where have you previously embedded and evaluated the success (or otherwise) of a change? * What activities did you use to embed the change? * How did you measure success? * What did you learn as a result?   **Note** – you may not have had the opportunity to do this. If not, think about what you would or could do in both of these areas. |
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| How will what you have learned about managing change influence your future effectiveness? |
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| Space for your own reflections and activities…… |
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| 1. **Managing Risk**   **Self-reflection and activities** |
| Find out how your service manages and documents risk. Who is responsible for this?  If this is a new area for you, it could be useful to speak to someone from the change or project team. |
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| **Risk Management**   * What are the most frequent risks you face in your role? * Using the Risk Management checklist, which of these steps do you currently use when managing risk? * Which of these steps will you use in future?   **Note** – risk management will mean different things to different people in roles across the fire service.Use these resources in the context of your role and how they might enhance your existing skills in this area. |
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| **Equality Impact Assessments**  Complete an [Equality Impact Assessment](https://nfcc.org.uk/our-services/people-programme/equality-diversity-and-inclusion-hub/undertaking-an-equality-impact-assessment/) (EqIA) (or your service equivalent) for an initiative that you are currently working on.   * What risks does the EqIA identify? * What actions can you take to mitigate these risks?   **Note** – if you don’t have a specific initiative that you are currently working on, think of a situation where you have implemented a change before, or use a fictional one. |
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| **Contingency planning**   * What does contingency planning mean for your areas of responsibility? * Think about a risk you are facing, what contingency plans could you put in place? |
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| Finally, consider the role that leaders have in identifying and managing risk and how decision making, and leadership play such a vital part for your service. How can you ensure that a team you lead understand their role in risk management? |
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| Space for your own reflections and activities…… |
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| **And finally…your top 3 takeaways…** |
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| **Agreed actions and activities to carry forward** |  |
| **Sign off date** |  |
| **Line manager** |  |

Once the agreed learning from all 4 modules has been completed, please ask your line manager to email [nfcccontentandguidance@nfcc.org.uk](mailto:nfcccontentandguidance@nfcc.org.uk) to inform them that the programme has been successfully completed and request that your certificate is issued.

When your certificate is issued, you will be awarded a **Foundation Chartered Manager\* (fCMgr)**. This is a professional status demonstrating that you have the foundation skills needed to be an effective manager. It also shows commitment to further developing those skills to deliver better business results.

You are therefore eligible to use ‘fCMgr’ as post-nominals i.e. these **letters can be placed after your name.**

For more information [click here](https://www.managers.org.uk/membership/chartered-manager/foundation-chartered-manager/).

\*This is dependent on individuals retaining CMI membership.

**Appendix – Other supportive resources**

**NFCC Leadership Framework**

The whole programme has been developed around the [NFCC Leadership Framework](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC_Leadership_Framework_Final-1.pdf), which clearly defines the leadership behaviours required at each level of leadership within the UK fire and rescue service. This framework details a simple set of behaviours and supports individuals who are looking to grow and develop. You should have completed your NFCC Leadership Framework self-assessment at the start of the programme.

**Core Code of Ethics**

A national [Core Code of Ethics for Fire and Rescue Services](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) in England has been developed in partnership with the National Fire Chiefs Council, Local Government Association, and the Association of Police and Crime Commissioners to support a consistent approach to ethics, including behaviours, by fire and rescue services in England.

\*Some fire and rescue services have incorporated the Core Code of Ethics into their service values. If this is the case, or your FRS is outside of England, you may find it useful to review both documents, or review the one that is most relevant to you.

**Learning styles**

We all have different learning styles, strengths and preferences in the ways that we take in and process information. If you have not done so already, the Learning Resources section in NFCC ManagementDirect will help you understand more about your own preferred approach to learning.

**Reflective Learning and Practice**

Conscious reflective learning allows you to stop, pause and reflect on what you have learned and how this learning will now impact you in your day-to-day activities. It also allows you to consider the wider impact this learning will have on your service.

You may find it useful to refer to some additional information provided by [The University of Hull on Reflective Learning and Practice.](https://nfcc.org.uk/wp-content/uploads/2023/12/HULL-Reflective-Learning-and-Practice.pdf)

**NFCC Coaching and Mentoring**

Consider approaching a coach or mentor for further support (discuss with your line manager on your services approach to this). You may find the [NFCC Coaching and Mentoring Toolkit](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) a good place to start.

**[NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf)**

This will provide more support, top tips and guidance on managing your own development and that of your team members. This also includes some information and templates for development planning.