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| **My Learning Log**  **Module 2 – Outstanding Leadership** |
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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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| **Leadership styles**  **Self-reflection and activities** |
| **Leadership styles**  The ‘Understanding management and leadership styles’ checklist shared a number of different leadership style models – it can be quite overwhelming!  \*It’s important to note that there are a variety of different leadership style models, we have incorporated a few in this section to give you a flavour. You may find other models that you prefer.   * Were there any that particularly resonated with you? * What are the pros and cons of this leadership style / model? * Which leadership styles do you see displayed in other leaders around you? |
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| The checklist also included 5 steps to assessing your leadership style – what will you do yourself? |
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| How will what you have learned about leadership styles, along with the [NFCC Leadership Framework](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC_Leadership_Framework_Final-1.pdf) and the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) help you be a more effective leader?  What difference do you think it will make to your overall leadership approach?  How will you change your approach to situations in the future? |
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| Space for your own reflections and activities…… |
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| **Engaging your team**  **Self-reflection and activities** |
| From the ‘Engaging teams’ checklist, select 3 areas for you to focus on. Add below what you are going to do (feel free to add more than 3). |
| |  |  |  | | --- | --- | --- | | **Area of focus** | **What are you going to do to improve engagement with your team?** | **How will you measure your success in this area?** | |  |  |  | |  |  |  | | 3. |  |  | |
| **Motivational needs**   * Linking back to the McClelland video, which is your strongest motivation need: achievement, affiliation or power? * What makes you say this?   **Note** – it’s important to remember that motivation looks different to different people. |
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| How might what you have learned influence your future behaviour? |
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| Space for your own reflections and activities…… |
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| **Providing direction**  **Self-reflection and activities** |
| **Direction, vision and strategy**   * How will you find out more about the direction, vision and strategy of your service and/or department? * What do you notice about the golden thread in relation to your role and the direction, vision and strategy of your service and/or department? * How will you share this with your team? |
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| **SMART objectives**  Write a SMART objective for the remainder of the supervisory leader development programme and share with your line manager. Tip – you may find the ‘Setting SMART objectives’ checklist useful. |
| |  |  | | --- | --- | | **S**  **Specific** | What specifically am I trying to achieve? | | **M**  **Measurable** | How will I measure success? | | **A**  **Achievable** | What steps do I need to achieve the goal? | | **R**  **Realistic** | Is my goal realistic? | | **T**  **Time-bound** | What is the time frame for the goal? | |
| How will the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) help you set the direction for your team? |
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| **Appraisals / performance conversations**  Review your services approach to appraisals / performance conversations. Discuss with your line manager things to consider when conducting an appraisal and consider using a role play to put your skills into practice.  **Note** – your Services approach may differ from the checklist, which is just a guide |
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| Space for your own reflections and activities…… |
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| **Developing others through feedback**  **Self-reflection and activities** |
| Think about feedback that you have received in the past.   * What was your experience – good or bad? * How did it make you feel? * What did you change as a result? |
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| **Preparing to deliver feedback**  Using the Feedback Checklist and the AID / PEG models prepare to deliver some feedback to a colleague. Think about:   * What is the feedback that you want to give? * Is it objective or subjective? * What do you need the recipient to do differently as a result?   Tip – you may want to discuss and practice this with your line manager or a trusted colleague first.  **Note** – this may not be possible or appropriate. As an alternative, consider working with your line manager or trusted colleague on a case study or role play. |
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| **Delivering feedback**  Following your preparation, deliver your feedback message. Consider:   * What worked well? * How was the message received? * What did you learn? * What would you change next time?   **Note** – as above, this may not be possible or appropriate. As an alternative, consider working with your line manager or trusted colleague on a case study or role play. |
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| **Wider development opportunities**  In this module you looked at the importance of developing others through feedback. Feedback is only one development tool to support your team, there are many others.  List below some of the other development methods you use. |
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| Refer to the [NFCC Talent Management Toolkit](https://nfcc.org.uk/wp-content/uploads/2023/08/NFCC-Talent-Management-Toolkit-Interactive-Document-8.pdf), and take a look at the ‘Develop’ section. Which resources will you use from here to support you in developing your team members and also yourself? |
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| Space for your own reflections…… |
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| **Coaching others**  **Self-reflection and activities** |
| **NFCC Coaching and Mentoring Toolkit and Portal**   * Access the [NFCC Coaching and Mentoring Toolkit,](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) to identify further support tools available from the NFCC – what would be useful here? * Access the Coaching and Mentoring Portal, you will find numerous central resources here on a wide range of topics |
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| Find out whether your service provides additional coaching training and consider whether this would be of benefit for you. |
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| **Preparing to coach**(you may want to discuss with your line manager before you undertake this activity)   * Identify someone either within or outside of your team who could benefit from your coaching. * List below the steps you will take to prepare for the coaching session. * How will the OSCAR model help (note there are numerous other coaching models so it may be that you prefer one of the others, please provide details below).   **Note** – this may not be possible or appropriate. As an alternative, consider working with your line manager or trusted colleague on a case study or role play. |
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| **Coaching** (you may want to discuss with your line manager before you undertake this activity)  Ask your line manager or a coach within your service to observe you coaching (ensuring that the individual is happy that this takes place) and provide feedback on your approach. Consider:   * What went well? * What could have been improved? * What was the reaction from the person receiving the coaching? * What was the overall outcome? * What feedback did you get from the person observing you? * What will you do differently next time?   **Note** – as above, this may not be possible or appropriate. As an alternative, consider working with your line manager or trusted colleague on a case study or role play. |
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| Now that you understand the benefits of coaching, consider whether you could benefit from accessing a coach and coaching yourself. Discuss your thoughts with your line manager. Remember that there are coaches available through the [NFCC Coaching and Mentoring Portal.](https://nfcc.org.uk/our-services/people-programme/coaching-and-mentoring/) |
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| Space for your own reflections…… |
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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.