|  |
| --- |
| **My Learning Log**  **Module 1 – Personal Impact** |
| Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**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 1-2-1-s and appraisal / performance conversations.
* Approaching a coach or mentor for further support (discuss your service’s 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.

|  |
| --- |
| 1. **Awareness of self**   **Self-reflection and activities** |
| What did you learn about yourself through the completion of the NFCC Leadership Framework self-assessment at the start of this programme? |
| **Please add your overall scores to the table below**   |  |  | | --- | --- | | Score prior to completing the programme |  | | Score after completing the programme |  | |
| What are your reflections after learning about Johari Window? How open to feedback are you? |
|  |
| Consider how open you think a manager should be within your fire and rescue service. How open are you? What could you do more of or differently? |
|  |
| **SWOT**   * Complete a SWOT on yourself (template below). * What has your SWOT analysis shown you that you hadn’t considered before? * What actions will you take to maximise your opportunities and minimise the threats?   **Note** – it may be useful to complete this with your line manager or trusted colleague. |
| |  |  | | --- | --- | | **Strengths** | **Weaknesses** | | **Opportunities** | **Threats** | |
| **Self-awareness**   * What steps will you take to improve your self-awareness? * What impact do you think improved self-awareness will have on your performance? * Why do you think this is? * Consider seeking feedback from trusted colleagues on one of your development areas.   + What did you learn?   + What will you do differently as a result of this feedback? |
|  |
| **Emotional intelligence**  Think about what you have learned about emotional intelligence (EI) and how this could impact your role as a leader. |
|  |
| How will what you have learned about self-awareness and emotional intelligence help you adapt your leadership approach? |
|  |
| Space for your own reflections and activities…… |
|  |

|  |
| --- |
| 1. **Being inclusive**   **Self-reflection and activities** |
| What are the benefits of being an inclusive leader and creating diverse teams? |
| |  |  | | --- | --- | | Benefits of being an inclusive leader | Benefits of creating diverse teams | |  |  | |
| **NFCC EDI Hub**  What did you find in the [NFCC EDI Hub](https://nfcc.org.uk/our-services/people-programme/equality-diversity-and-inclusion-hub/) that would help you with your internal (colleagues) and external (customers, members of our community, external stakeholders) focus on inclusion? |
|  |
| What more could you do to create a more inclusive workplace? Some examples from other supervisory leaders in the fire and rescue service include:   * agreeing appropriate reasonable adjustments * providing documents in different formats * using appropriate technology * selling the benefits of diverse and inclusive teams, including diversity of thought and differing perspectives * providing a variety of ways to achieve the same outcome * have a range of resources and equipment widely available * use of inclusive language * confirmation of understanding following all communications * encourage team members to join staff networks, providing a safe space * take positive action (see next activity)   **Note** – these are some suggestions please add your own below. |
|  |
| Having completed the learning, looked at the [NFCC EDI Hub](https://nfcc.org.uk/our-services/people-programme/equality-diversity-and-inclusion-hub/) and read about positive action through the [Equality and Human Rights Commission](https://equalityhumanrights.com/en/advice-and-guidance/employers-what-positive-action-workplace) and [ACAS](https://www.acas.org.uk/employer-decision-protected-characteristic) websites, consider:   * How positive action could help build a more diverse and inclusive culture within your team * How you could apply positive action when encouraging expressions of interest for promotion, secondments, application for further learning etc * How you would describe positive action and its benefits to others * Actions you will take now |
|  |
| How will the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) improve your approach to inclusion? |
|  |
| **Your own wellbeing**   * What steps do you take to maintain your own wellbeing? * What are the telltale signs that tell you that you may be struggling? * What actions can you put in place to maintain your personal wellbeing? * What support is available to you? |
|  |
| **The wellbeing of others**   * How would you recognise the signs that a member of your team or a colleague was struggling? * What steps could you take to support them? * What support is available through your service? |
|  |
| Space for your own reflections and activities…… |
|  |

|  |
| --- |
| 1. **Taking responsibility**   **Self-reflection and activities** |
| **Accountability**  Reflect on what you could do differently or more of to drive accountability within your team? |
|  |
| Work with a buddy or trusted colleague to hold yourself accountable for a specific action or task.   * Identify someone to support you with this activity. * Without disclosing any confidential information, what is the action or task they are supporting you with? * How are they helping you be more accountable? * How will you know when you have been successful? |
|  |
| **Empowering others**  Reflect on occasions when you have empowered others to take responsibility for an action that you would have usually competed yourself. What was the outcome? |
|  |
| What did *you* learn from the experience? What did *others* learn? What are the benefits of empowering others? |
|  |
| **Resilience**  List some actions below that you will take to improve your resilience. Other supervisory leaders have suggested:   * building a support network * taking steps to improve your wellbeing * talking to a trusted colleague or friend * seeking guidance from someone you admire   **Note** – these are some suggestions please add your own below. This is an ongoing activity, and it would be a good idea to include this on your development plan in order to review progress. |
|  |
| Space for your own reflections and activities…… |
|  |

|  |
| --- |
| 1. **Communicating effectively**   **Self-reflection and activities** |
| Reflect on the VAK model/self-assessment and consider the pros and cons of each preference. What do you think is your communication preference and what makes you say this? |
|  |
| **Barriers to effective communication**   * Identify some barriers to effective communication in your current role. * List actions that you will take to overcome these barriers. * How will you know you have been successful? |
|  |
| How will the [Core Code of Ethics](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values) improve your approach to communication? Which elements most resonate with you when it comes to communication?  **Note** – think about those you communicate with, both internally and externally. |
|  |
| **Meetings**   * Before you run your next meeting consider what is the purpose (or intent) of the meeting? * Ask your line manager or trusted colleague to observe you during a meeting. Ask for feedback on:   + Whether the intention of the meeting was apparent and was achieved   + Your body language and communication style   + Engagement of the team * Were there any surprises? What will you change as a result? |
|  |
| **Presentations**  Other supervisory leaders have suggested that filming themselves delivering presentations has been insightful. If this would be useful, consider:   * What did you learn about your presentation style? * What would you change next time? * Do you require any support of further development in this area? |
|  |
| The module provided checklists on email etiquette and business writing – what were your takeaway actions from these? |
|  |
| What difference has this learning made to you?  How will you share your learning with others? |
|  |
| Space for your own reflections…… |
|  |

|  |
| --- |
| 1. **Courageous conversations**   **Self-reflection and activities** |
| Refer to the [Core Code of Ethics and Guidance](https://nfcc.org.uk/our-services/people-programme/core-code-of-ethics/) (or your service values)– how do you think they will help you prepare and conduct a potentially challenging conversation? |
|  |
| Identify a potentially challenging conversation that you may need to have. Use the ‘handling difficult conversations’ checklist to prepare for the discussion and share this with your line manager or coach before you have the conversation. What will you do?  **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. |
|  |
| Ask your line manager or coach to observe the conversation and provide feedback. Consider:   * What went well? * What could have been improved? * What was the reaction from the team member? * What was the overall outcome? * What feedback did you get from the person observing you? * What will you do differently next time? * How do you feel?   **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. |
|  |
| Space for your own reflections…… |
|  |

|  |
| --- |
| **And finally…your top 3 takeaways…** |
| 1. |
|  |
| 2. |
|  |
| 3. |
|  |

|  |  |
| --- | --- |
| **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 ie 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://www.nationalfirechiefs.org.uk/write/MediaUploads/NFCC%20Guidance%20publications/Workforce/NFCC_Leadership_Framework_Final.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.