

# 14-19 education and skills

## Support for leaders and managers

### Support for groups

#### CONSULTANCY



Do you have a leadership group in your consortium that would benefit from identifying the key challenges you face and working out the actions to take? Or, do you need to establish a shared vision and ways of working to effect change across the consortium? If so, then group consultancy may be useful to you.

#### What is group consultancy?

Consultancy is bespoke; it aims to help groups of leaders develop the consortium's capability and capacity to find solutions to specific strategic and operational challenges.

Skilled consultants and coaches design and facilitate support activities using a wide range of techniques to help you to explore, challenge and create the way forward.

"The fact that it was bespoke to us and completely flexible meant that it suited the ongoing and rapidly changing 14-19 world".

Sarah Lloyd, Chair of Development Group  
Newham Partnership

Consultancy starts with you. Initial exploratory conversations will enable you to focus on the key challenges you are facing and the outcomes you want. Diagnostic questionnaires can be used to help reveal the range of perspectives across a group.

Next, your collective leadership development needs can be identified and a programme designed to suit your situation. This programme might be a single meeting, a series of events or an offsite two-day workshop for a strategic team. New knowledge is combined with group facilitation to enable you to take action, do things differently and become more effective.



Working together to deliver the  
**14-19 education and skills** programme



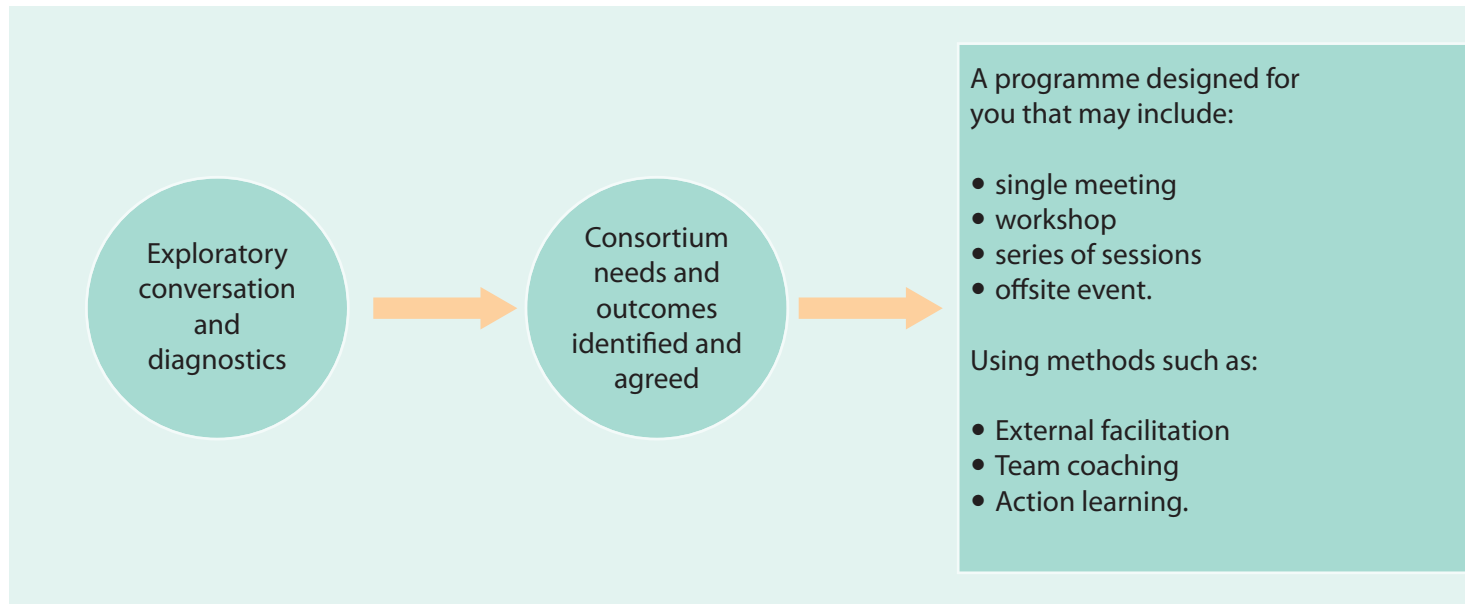
National College for  
School Leadership





## Support for groups

### The consultancy journey



### Some examples of situations in which group consultancy might be helpful

- You may want to get some external expert facilitation for your strategic group to gain greater clarity and buy-in across the consortium about your **vision, purpose and strategic priorities**:

"To date we have been working on developing the vision for the partnership and the strategic imperatives. The processes our consultant is using are really useful and enabling the partnership to challenge what we are about and what we need to do."

- You may want to enable lead practitioners from different providers within a consortium to pool expertise, increase confidence and capability, and develop **more effective group working processes and behaviours**:

"The excellent [action learning] sessions have provided a vehicle for the practitioners to take ownership of the delivery phase of the Engineering Diploma project without having to constantly look to the senior management team for guidance."

- You may want to **shift perception, attitudes and behaviours** across the consortium and ensure that the people aspects of change are fully considered during the introduction of Diplomas:

"Having been through the process, anyone who tells you they don't need a change management programme for 14-19 working has not experienced it."

- You may want to **improve collaborative working** within your partnership. Strategic review can create the space for group reflection to review progress against your aims and objectives, improve communication, build trust and focus on action:

"The facilitation of the strategic review residential took forward the partnership's reflections on the way it works and where it wants to go."

- If you want to improve the **effective working of a team**, team coaching may help. Your coach will work with the team as a whole to identify issues, share perspectives and values, prioritise and take actions. Team coaching helps to establish effective ground rules and generate new ways of working that increase the team's capacity to achieve goals.

## Leadership and management development

Using tools and techniques to structure activities such as:

- Creation of collective vision and purpose
- Setting strategic priorities
- Strategic review
- Stakeholder mapping
- Examining team working
- Reviewing group processes such as decision-making and problem-solving
- Understanding leadership styles
- Leading collaboratively
- Managing change.



"We in the construction and engineering industry don't do airy-fairy things like talk about feelings, emotions and visions! By helping us to focus on these areas, instead of being individuals working hard to prepare for our diploma's delivery, we have become a team."

Diploma Line of Learning Lead for Engineering

### How do I request consultancy for a group?

Requests for consultancy should be made through your consortium leader.

### Who is it for and how much is available?

Consultancy is for leadership groups and teams of any size from across the consortium, the strategic partnership board, or operational and implementation groups. Typically a consortium is offered up to six days' support at no charge to the consortium. Once we have understood what you want to achieve, we will work with you to design the most appropriate solution.

You may also want to look at information about coaching and consultancy for individuals on [www.lsis.org.uk/14-19](http://www.lsis.org.uk/14-19) or [www.ncsl.org.uk/14-19](http://www.ncsl.org.uk/14-19).

Consortia may request both individual coaching and consultancy and group consultancy.

# 14-19 education and skills

## Support for leaders and managers

# Support for groups

CONSULTANCY



### Who are we?

NCSL and LSIS work together to provide a range of flexible programmes for 14-19 leaders and managers.

The **National College for School Leadership (NCSL)** was launched in 2000 to improve the lives and life chances of all young people, by developing world-class school leaders, now and in the future. It has helped identify, grow and support leadership talent through its insightful leadership development programmes and its exceptional understanding of schools.

The **Learning and Skills Improvement Service (LSIS)** is owned, directed and governed by colleges and providers. Working closely with the sector, as its key partner, it focuses on learners and on supporting excellence, sustainable provision and self-regulation in the further education and skills sector. Leadership development underpins and forms an important part of its strategic role.

### Next steps

For more information about all the leadership and management support we offer, please visit our websites. Requests for group consultancy can be made through your consortium leader who will contact your LSIS/NCSL consortium leadership consultant (CLC).

National College for School Leadership (NCSL)  
Triumph Road  
Nottingham  
NG8 1DH

Telephone: **0845 609 0009**  
Facsimile: **0115 872 2001**  
Email: **14-19@ncsl.org.uk**  
Website: **www.ncsl.org.uk/14-19**

Learning and Skills Improvement Service (LSIS)  
Fourth Floor, 47 Mark Lane  
London  
EC3R 7QQ

Telephone: **0870 060 3278**  
Facsimile: **020 7929 8798**  
Email: **14-19@lsis.org.uk**  
Website: **www.lsis.org.uk/14-19**

Working together to deliver the  
**14-19 education and skills** programme



National College for  
School Leadership

