



Government  
Office for Science

**GSE**  
Government  
Science &  
Engineering

# **Government Science and Engineering: summary of leadership and talent development programmes**

Government Science & Engineering (GSE)

# Introduction



The purpose of this document is to provide a summary of the leadership training provision available to scientists and engineers across government. It focuses on specialist provision as well as the civil service learning offer and does not comprehensively list all leadership training available.

The 2012 government science and engineering review: [\*'Making the most of scientists and engineers in government'\*](#), the Civil Service Reform Plan, and Civil Service Capabilities Plan all emphasised the importance of leadership and following this a GSE working group was asked to investigate leadership and talent management for science and engineering staff. The work concluded that as well as the analytical and specialist skills our people possess we should be encouraging scientists and engineers to develop and build on their leadership skills. Leadership can come in many forms, as a profession we recognise that some individuals will chose to develop those skills as leaders of the profession working with science and engineering colleagues, and others may chose to broaden their skills and become leaders within a different setting, seeking opportunities in other professions.

This document was formulated based on information provided by departments to the Skills and Profession Development Team in the Government Office for Science, through a working group lead by Jonathan Lyle, Chief Executive, Defence Science and Technology Laboratory (DSTL) and Ministry of Defence Head of Science and Engineering Profession. It details the Civil Service Learning offers that are in place and available to all civil servants.

Any departments that are not listed below have access to the central provision and use this to provide their science and engineering staff with leadership training.

We are grateful to the working group led by Jonathan for their efforts in bringing together this resource, and to officials across the GSE network for providing material for the entries.

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# Civil Service wide talent schemes

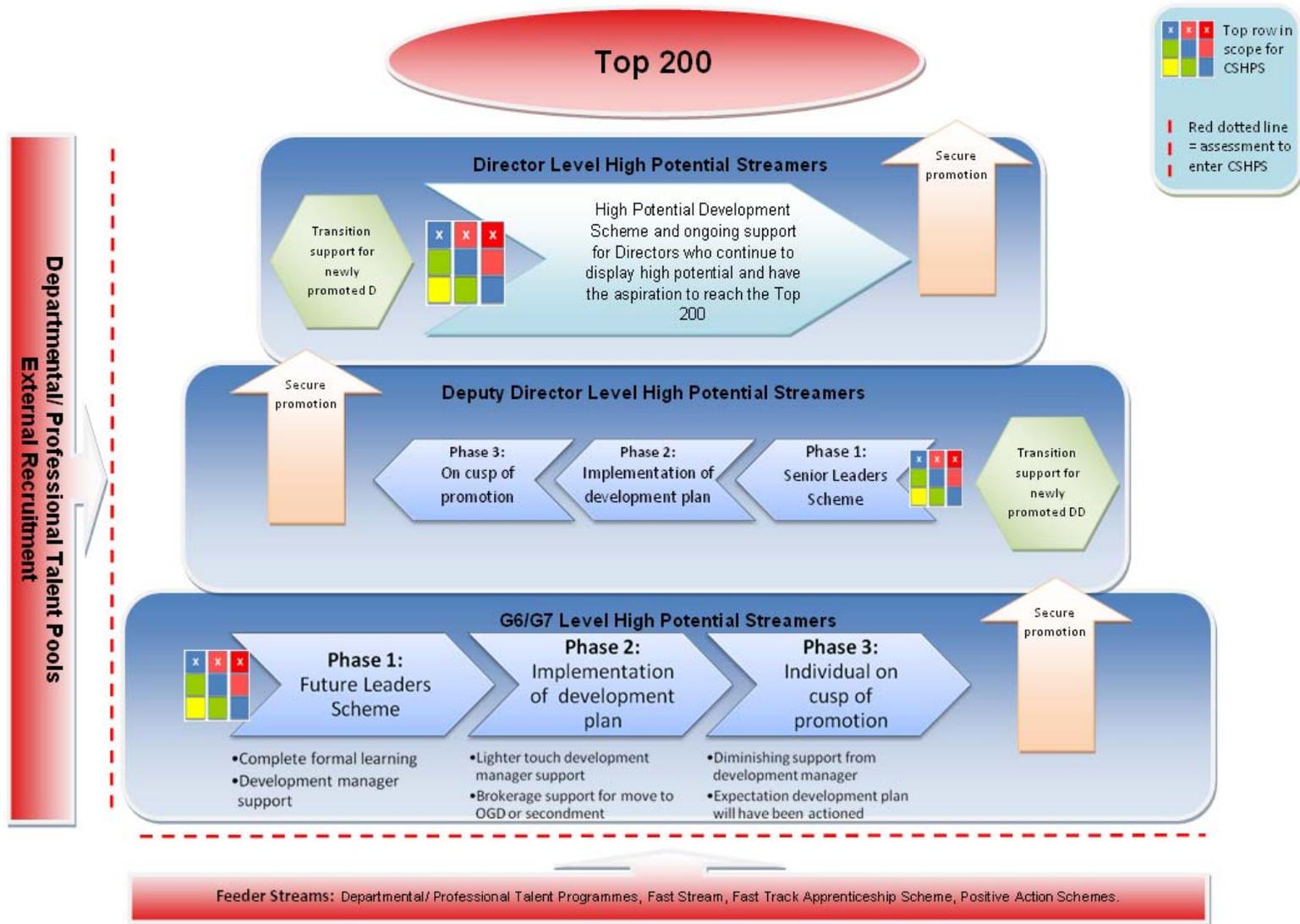
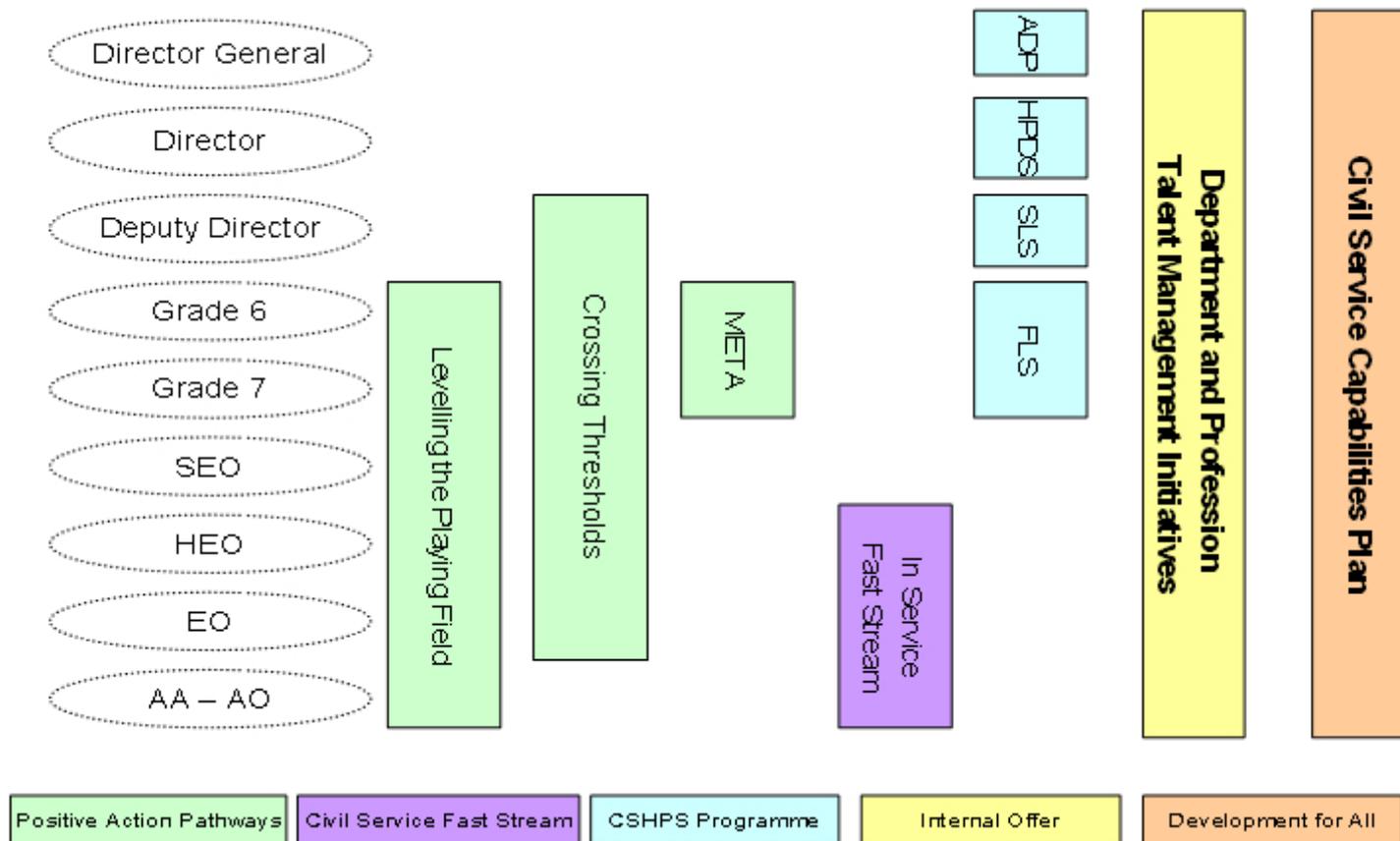


Figure 1: a visual of the Civil Service High Potential Stream operating model and its feeder schemes



**Figure 2: Schematic of the 'diverse pipeline of talent' the schemes will build**

### Abbreviations and Programme Links

Levelling the Playing Field: Aimed at all grades up to grade 6  
<https://civilservicelearning.civilservice.gov.uk/pap>

Crossing Thresholds: Aimed at women in grades EO-SEO and 6/7  
<https://civilservicelearning.civilservice.gov.uk/learning-opportunities/facetoface/crossing-thresholds>

META: Minority Ethnic Talent Association  
<http://www.civilservice.gov.uk/recruitment/working/diversity-networks/meta>

Form the Civil Service High Potential Stream

Feeder Schemes to the Civil Service High Potential Stream

Scheme	Further detail	More Information Available from:
<b>Central Schemes: The Civil Service High Potential Stream is a set of corporate talent programmes for those who have the aspiration and potential to reach Senior Civil Service roles</b>		
<b>High Potential Development Scheme</b>	<ul style="list-style-type: none"> <li>HPDS is a cross government scheme designed to support and accelerate the development of talented Directors with the potential to progress to Director General or more complex director posts.</li> <li>The yearlong scheme provides participants with support to develop the behaviours, skills and knowledge that will build their leadership and strategic capability, and enable them to more effectively drive transformational change both within their department and across the Civil Service.</li> <li>It utilises the experiences of our most senior leaders from the Civil Service, wider public and private sector, to build leadership capability through specific challenges and connects workshop based learning supported by external input with stretching work experience.</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.civilservice.gov.uk/about/leadership/developing-leaders/programmes">http://www.civilservice.gov.uk/about/leadership/developing-leaders/programmes</a></li> </ul>
<b>Civil Service Senior Leaders' Scheme</b>	<ul style="list-style-type: none"> <li>The SLS is a cross government scheme for high potential Deputy Directors (Pay Band 1, grade 5), providing learning and leadership development for individuals through taught workshops, corporate challenges, exposure to different sectors, building a leadership network, and access to executive coaches.</li> <li>There will be an expectation that candidates will take charge of their own careers and will look for jobs outside their immediate home department to gain a broad range of experience</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.civilservice.gov.uk/about/leadership/developing-leaders/programmes">http://www.civilservice.gov.uk/about/leadership/developing-leaders/programmes</a></li> </ul>
<b>Civil Service Future Leaders' Scheme</b>	<ul style="list-style-type: none"> <li>The FLS is a cross government scheme for talented and high potential Grade 6s and Grade 7s who have the potential to progress two grades within 5 years and have the aspiration to move into the most senior roles in the Civil Service in the longer term.</li> <li>The Future Leaders Scheme will track and nurture the most talented people operating in middle management roles below Deputy Director. There will be greater opportunities for interchange secondments and loans with other sectors and industries. To support these measures Civil Service Learning offers a leadership and management curriculum open to all civil servants.</li> <li>There will be an expectation that candidates will take charge of their own careers and will look for jobs outside their immediate home department to gain a broad range of experience</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.civilserviceworld.com/kerlak-e-top-job-promotions-will-require-broad-experience/">http://www.civilserviceworld.com/kerlak-e-top-job-promotions-will-require-broad-experience/</a></li> <li>Your department</li> </ul>
<b>Civil Service Fast Stream (external)</b>	<ul style="list-style-type: none"> <li>From 2014 intake moving to a 2 and 2 year system. The first two years will comprise 4 six month long placements and the second two years, 2 twelve month placements before graduating from the scheme</li> <li>The Science and Engineering Fast Stream is a subset of the generalist scheme</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.faststream.civilservice.gov.uk/the-different-streams/generalist/science-and-engineering/">http://www.faststream.civilservice.gov.uk/the-different-streams/generalist/science-and-engineering/</a></li> </ul>
<b>Civil Service Fast Stream (internal)</b>	<ul style="list-style-type: none"> <li>Recruitment of serving civil servants into the Fast Stream will, with effect from the 2014 intake, be combined with the recruitment of external candidates.</li> <li>Serving civil servants need no academic qualifications to enter the Fast Stream, as long as they have passed probation and are not subject to disciplinary or poor performance measures. In all other respects, however, civil servants will go through the same selection process as external candidates.</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.faststream.civilservice.gov.uk/fags-and-useful-info/already-a-civil-servant/">http://www.faststream.civilservice.gov.uk/fags-and-useful-info/already-a-civil-servant/</a></li> </ul>
<b>Civil Service Fast-track apprenticeships</b>	<ul style="list-style-type: none"> <li>The Civil Service Fast Track Apprenticeship Scheme is an 18 month programme that offers a real alternative to university. Completing the Fast Track Apprenticeship scheme will provide significant work experience, a level 4 qualification and the springboard to a career in the Civil Service.</li> <li>The programme will consist of learning on the job combined with studying which will result in gaining a Higher Apprenticeship in Business and Professional Administration whilst earning money at the same time.</li> <li>The posts are offered on a permanent basis and opportunities are available in several locations.</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://www.civilservice.gov.uk/news/civil-service-apprenticeship-scheme">http://www.civilservice.gov.uk/news/civil-service-apprenticeship-scheme</a></li> </ul>

The departments in the following table offer additional leadership training to their staff, those omitted utilise the civil service learning offer.

<b>DEPARTMENT AND DEVOLVED ADMINISTRATION PROGRAMMES</b>	
<b>Scheme</b>	<b>Leadership Training Available</b>
<b>Department for Business, Innovation and Skills</b>	<ul style="list-style-type: none"> <li>• There are a variety of leadership opportunities available to staff within the organisation including:               <ul style="list-style-type: none"> <li>○ Leadership speakers - Regular leadership talks are advertised as part of the 'Talking BIS' programme of events focusing on high profile speakers and their leadership journeys.</li> </ul> </li> <li>• BIS is about to publish a "Talent Pathways" document on its intranet for staff at G6/7 and Deputy Directors. BIS also runs an internal grade 6/7 development scheme</li> </ul>
<b>Department for Energy and Climate Change</b>	<ul style="list-style-type: none"> <li>• DECC are currently developing partnerships to allow them to share specialist schemes from other departments.</li> </ul>
<b>Department for Environment Farming and Rural Affairs</b>	<ul style="list-style-type: none"> <li>• Specialists within Defra currently undergo talent assessment through the mainstream talent programmes at G6/7 and SCS level. Heads of Profession are taking a keen interest in placement of specialists on the talent grid and are supporting nominations to cross-government talent programmes as appropriate.</li> <li>• Recent business changes have led to a wider focus of specialist capability across the Defra network and a people and capability group is being brought together to look at what we can do to continue to develop and make best use of specialist talent across the Defra family.</li> <li>• Defra has alongside this been developing a clearer leadership offer and, with involvement of specialist leaders, has developed a leadership portal as a one-stop-shop resource for leaders, covering matters such as leadership development (linking to available tools) and Defra's expectations of leaders.</li> </ul>
<b>Department of Health</b>	<ul style="list-style-type: none"> <li>• The Department and its new agencies have a number of specific and general development schemes which are being updated to support the engagement and development of scientists in DH, MHRA and PHE</li> </ul>
<b>Department for International Development</b>	<ul style="list-style-type: none"> <li>• DFID is currently in the final stages of a competitive tendering process for the commissioning of four Professional <b>Evidence and Applied Knowledge Services (PEAKS)</b> to serve each of the four main cadre families. These PEAKS will play an important role in quality assuring the CPD products and services available to advisers; including through the preparation of materials; supporting their dissemination to staff; and signposting to external training providers for specialised technical subjects. This is a substantial part of the overall support provided by Chiefs and Heads of Profession (CHOPs) to advisers to access the knowledge, information and services that they need.</li> </ul>
<b>Department for Transport</b>	<ul style="list-style-type: none"> <li>• The Department for Transport offers leadership and career development support/training to those in analytical professions which includes S&amp;E's. More broadly, DfT has run leadership master classes internally.</li> <li>• DfT are currently working on a clear offer to science and engineering staff, in terms of recruitment, retention and leadership opportunities As well as creating a stronger sense of a science and engineering community in DfT.</li> </ul>
<b>Food Standards Agency</b>	<ul style="list-style-type: none"> <li>• Where FSA identifies staff with potential through discussions between staff and their line managers, full use will be made of the Talent programmes that are available through the Civil Service. These include nomination for the Senior Leaders Scheme for SCS1 identified as being 'Early Promise', 'High Potential' or 'Star Performer' and a Future Leaders Scheme for Grades 6 / 7 seen as being 'Early Promise', 'High Potential' or 'Star Performer'. For staff at SEO with direct reports who are recognised as being 'Early Promise', 'High Potential' or 'Star Performer', development opportunities will be explored that could be available such as short-term projects, work-shadowing of strategic roles and secondments / placements in areas such as Policy, Operations, Private Office or the EU</li> <li>• Talent management discussions took place between SCS 1s and Directors during 2013 at which their potential was discussed using the 9 Box Grid (the standard Civil Service tool).In April / May 2014 (for the 2013/14 performance year) these talent management discussions will extend to all staff within the management community (all Grades 6/7 and SEOs with direct reports) who will have the discussion with their line manager using the 9 Box Grid.</li> </ul>

**DEPARTMENT AND DEVOLVED ADMINISTRATION PROGRAMMES**

Scheme	Leadership Training Available
<p><b>Home Office (Centre for Applied Science and Technology)</b></p>	<ul style="list-style-type: none"> <li>• CAST is currently putting proposals to its management board to implement a talent review and management programme. The proposal is based on an adapted version of the G7 Career Conversations which will be made available to grades AA to SEO.</li> <li>• As well as identifying and managing talent they want to improve the quality of career conversations and personal development across CAST. The approach is intended to be inclusive whilst recognising that when high potential individuals are identified, the programme will differentiate in how they are managed and developed.</li> <li>• As CAST have a mix of scientists, engineers and other professions the approach will initially focus on generic skills and abilities. However, as other competency frameworks develop, a more tailored approach may be taken. Ongoing feedback will inform future thinking.</li> </ul>
<p><b>Scottish Government</b></p>	<ul style="list-style-type: none"> <li>• There are two main talent or leadership schemes that scientists and engineers have access to in Scotland, one run centrally and one run by the Science and Engineering Profession Board.</li> </ul> <p><b>Scottish Government Development Programmes (centrally run, aimed primarily at generalists):</b></p> <ul style="list-style-type: none"> <li>• The Scottish Government offers staff the opportunity to participate in a number of Development Programmes. These Programmes are designed to build long term capacity across the organisation and are suitable for staff at all levels and include the following:             <ul style="list-style-type: none"> <li>○ <a href="#">Fast Stream</a> - The UK Civil Service premier graduate recruitment scheme.</li> <li>○ <a href="#">Modern Apprenticeship Programme (MAP)</a> - A developmental programme offered to direct entrant Band A staff. Successful participants on the programme will receive an SVQ Level 2 in Business and Administration and five Core Skills.</li> <li>○ <a href="#">Realising Potential Programme (RPP)</a> - The Realising Potential Programme (RPP) seeks to identify individuals with potential, accelerate their development and build long term leadership capacity, across all grades and role types, for the organisation and for Scotland. It is looking for individuals who can provide evidence of some or all of the following indicators of potential:                 <ul style="list-style-type: none"> <li>▪ Excellent people skills</li> <li>▪ A commitment to the highest standards of delivery</li> <li>▪ Corporate and external focus</li> <li>▪ Drive and motivation</li> <li>▪ Thinking and reasoning</li> <li>▪ Self awareness and creativity</li> <li>▪ Commitment to personal development and learning</li> </ul> </li> <li>○ Each RPP will last two years and offer a combination of;                 <ul style="list-style-type: none"> <li><b>Education</b> - learning and development opportunities</li> <li><b>Experience</b> - active career development to identify and address skills gaps</li> <li><b>Exposure</b> - to senior management and wider networks within and beyond Scottish Government</li> </ul> </li> </ul> </li> </ul>

**DEPARTMENT AND DEVOLVED ADMINISTRATION PROGRAMMES**

Scheme	Leadership Training Available
	<p><b>Science and Engineering Profession (SEP) Development Programme:</b></p> <p>A pilot development programme was run, catering more directly to the needs of the science and engineering community. There were 28 participants from 13 divisions, executive agencies, executive NDPBs and research institutes.</p> <p>The programme included:</p> <ul style="list-style-type: none"> <li>○ Creativity Workshops</li> <li>○ Insights Discovery Workshop</li> <li>○ Public Value Workshop</li> <li>○ Evidence into Policy Workshop</li> <li>○ Horizon Scanning Workshop with the Permanent Secretary</li> </ul>
<p><b>Welsh Government</b></p>	<ul style="list-style-type: none"> <li>• The Welsh Government has a core Programme of Learning that is available to all staff and includes several leadership elements. This includes various training opportunities, for example: <ul style="list-style-type: none"> <li>○ Institute Of Leadership and Management (ILM) training courses</li> <li>○ Personal development training opportunities</li> <li>○ PRINCE courses</li> <li>○ Various policy, delivery, communication and legislation courses</li> <li>○ Strategic thinking and delivery courses</li> </ul> </li> <li>• There are also several compulsory management and leadership courses that all line managers must attend</li> <li>• The Welsh Government is currently examining the developing tailored development for scientists and engineers. This is likely to focus mostly on communications and influencing in the first instance.</li> <li>• Academi Wales is the national centre for leadership excellence to support the delivery of efficient and effective public services in Wales.</li> <li>• Academi Wales provides access to cutting edge development opportunities for all public service leaders and managers, building capability, capacity and collaboration to deliver the best public services for Wales. The Academi Wales portfolio includes products linked to key public service professions.</li> <li>• A full list of up to date training available can be accessed on the Academi Wales website – <a href="http://www.academiwales.org.uk">www.academiwales.org.uk</a></li> </ul> <p>Some of these include:</p> <ul style="list-style-type: none"> <li>○ Numerous short Leadership Programmes, ranging from Continuous improvement, Personal Development and Growth, Applied Positive Psychology, Building Effective Relationships, Facilitation, and Mental Toughness.</li> <li>○ Public Service Summer School;</li> <li>○ Public Service Winter School; and</li> <li>○ Leadership Bursary Programme.</li> <li>○ Online and e-based learning. A series of digital learning experiences encompassing the skills managers need to deal with everyday life. Delivered at the desk in bite sized pieces these 'just in time' learning opportunities are available to all public services.</li> <li>○ Academi Wales is looking to support leadership and management development by creating an integrated approach to coaching and mentoring across the Welsh public services</li> </ul>

## AGENCY AND LABORATORY PROGRAMMES AND APPROACHES

Scheme	Leadership Training Available
<b>Animal Health and Veterinary Laboratory Agency</b>	<ul style="list-style-type: none"> <li>• AHVLA and Defra have carried out analysis in line with the Civil Service Reform Plan and AHVLA's People Plan and identified the following priority capability areas:           <ul style="list-style-type: none"> <li>○ <b>Leadership development</b> <ul style="list-style-type: none"> <li>▪ Developing confident, accountable leaders.</li> <li>▪ Developing emerging leaders.</li> <li>▪ Developing skills in leading and managing change.</li> </ul> </li> <li>○ <b>Driving high standards of performance</b> <ul style="list-style-type: none"> <li>▪ Supporting core skills development.</li> <li>▪ Improving management capability around managing performance.</li> <li>▪ Driving continuous improvement.</li> </ul> </li> <li>○ <b>Professional skills</b> <ul style="list-style-type: none"> <li>▪ Developing professional and technical skills across AHVLA and Defra.</li> <li>▪ Improving commercial skills for non-commercial specialists.</li> </ul> </li> </ul> </li> <li>• The AHVLA Organisational Capability Plan states:           <ul style="list-style-type: none"> <li>○ AHVLA needs to develop leaders who can engage and inspire others toward achieving a shared vision by:               <ul style="list-style-type: none"> <li>▪ Understanding AHVLA's vision and communicating/inspiring others to focus on achieving the Agency's shared goals.</li> <li>▪ Raising the performance bar and supporting a culture of learning.</li> <li>▪ Harnessing the ideas of others to encourage innovation.</li> <li>▪ Motivating their teams to 'get behind' a challenging agenda.</li> </ul> </li> <li>○ To achieve this, AHVLA will focus developing leaders at all levels (from EO to SCS) with have responsibility for leading their teams to deliver AHVLA's business objectives.</li> <li>○ To help leaders prioritise their development needs, we have recently introduced the <b>Being a Brilliant Manager toolkit</b> and the <b>Career Conversations discussions</b>.</li> <li>○ To close any identified skills gaps and develop management and leadership capabilities, CSL provide a comprehensive suite of interventions for all grades including:               <ul style="list-style-type: none"> <li>▪ Access to bespoke development such as coaching and mentoring for SCS.</li> <li>▪ Leadership development master classes for G6/7s.</li> <li>▪ Management Essentials provision for SEO-EO.</li> </ul> </li> </ul> </li> </ul>

## AGENCY AND LABORATORY PROGRAMMES AND APPROACHES

Scheme	Leadership Training Available
<b>Defence Science and Technology Laboratory</b>	<ul style="list-style-type: none"> <li>• To complement the available pure leadership programmes, DSTL run a range of bespoke programmes designed especially for S&amp;E professionals where many of the insights and tools are highly applicable to leadership.</li> </ul> <p><b>1. Accelerated Systems Skills Programme</b></p> <ul style="list-style-type: none"> <li>○ To accelerate the development of systems skills practitioners.</li> <li>○ Delivering 21st Century military capabilities with affordable, complex and integrated systems is a constant challenge for Dstl. Developing the people with the right skills and experience to meet this challenge is critical. To tackle this, Dstl created four development stages for systems skills. Individual departments manage the development of the early-stage skills (Stage 1-2), while we offer the Accelerated Systems Skills Programme (ASSP) to generate the next generation of Stage 3 Practitioners for such roles as Science Gateways, Science Advisers, Capability Advisers, etc.</li> </ul> <p><b>2. Building Technical Consulting Excellence</b></p> <ul style="list-style-type: none"> <li>○ Building on the work to develop systems skills, the next step was to focus on the specific skills associated with Dstl's role to provide advice to customers. The term technical consulting is used to describe a way of interacting with customers to build a strong relationship and understand their requirements before providing a solution and then reviewing the outcomes to determine next steps.</li> </ul> <p><b>3. Scheme for Technical Specialists</b></p> <ul style="list-style-type: none"> <li>○ To develop Technical Specialists who have the communication and influencing skills to ensure delivery of high impact solutions to our customers.</li> <li>○ Demand in our research programmes is increasing for scientists and specialists who have deep specialist knowledge matched with broader skills that make them effective as Technical Partners and Senior Relationship Managers.</li> </ul> <p><b>4. Technical Partnering</b></p> <ul style="list-style-type: none"> <li>○ Dstl is tasking an increasing number of projects through academia and industry. To help both the supplier and Dstl, key people within the project teams with the relevant technical capabilities take on technical partnering responsibilities to act as a point of contact, guide, supporter, reviewer and assurer throughout the duration of the work. In this way, they can help maximise the work's relevance, impact and exploitation for defence and security.</li> </ul>
<b>Health and Safety Executive</b>	<ul style="list-style-type: none"> <li>• HSE uses the CSL offerings and individuals have utilised the opportunities made available through the government science and engineering (GSE) community (pairing schemes etc).</li> </ul>
<b>Health and Safety Laboratory</b>	<ul style="list-style-type: none"> <li>• HSL are around 3 years into their 'career paths initiative' aimed at professionalism in all aspects of its activities, from science to project management. The science stream activities have continued to evolve and the programme has successfully separated line management from technical leadership during this process.</li> </ul>
<b>The Food and Environment Research Agency</b>	<ul style="list-style-type: none"> <li>• The Fera Fellowship scheme, recently launched, is an example of putting science leadership in the fore in an agency (Research Fellows, Advanced Research Fellows).</li> </ul>
<b>Natural England</b>	<ul style="list-style-type: none"> <li>• NE has three job families (Managers, Advisers and Specialists). To date, its leadership and talent management has focussed on the first two job families but they are starting to develop learning and development programmes catering specifically to specialists.</li> <li>• They have a skills framework that all staff are asked to compete, assessing their own levels of expertise across a very wide suite of skills, some general and some focussed on NE's 'environmental specialisms'. This information is then used by job holders in discussion with their managers to determine learning and development needs and then resources are made available to support that learning.</li> <li>• NE is identifying a range of underpinning, cross-cutting skills and capabilities that it would expect all specialists to have (at an early development stage). They are putting in place a group of Lead Specialists who will provide more topic-focussed leadership and development for specialists within specific areas. This includes, for example, how grassland ecologists can be better at grassland ecology, etc.</li> </ul>

Supporting Civil Service Learning Pathway on Leadership					
	Administrative Level (AA/AO)	First Line Managers (EO)	Middle Managers (HEO/ SEO)	Senior Managers (Grade 6/7)	Senior Civil Servants (SCS)
Management Essentials	Performance Management				
	Managing People (Including Accreditation Qualification)				
	Managing Business Performance (Including Accreditation Qualification)				
	Managing Self (Including Accreditation Qualification)				
		Managing Change (Including Accreditation Qualification)			
Talent Development			Talent Development including Fast Stream		
Leadership Development				Leadership Masterclasses	
	Positive Action Programmes				
			Operating Strategically		
			Coaching and Mentoring		
				Leadership Programmes	
Board Development				Continuing Development for Board Secretaries	
				Board Effectiveness	
				Induction for Board Secretaries	

Figure 3: Civil Service Learning’s programme of leadership and development. Further detail is included overleaf

**Civil Service Central Leadership Training**

<b>Level of Training (corresponds to generalist grades)</b>	<b>Training Available</b>	<b>Brief Description of Training</b>
<b>EA/AO/ EO</b>	Management Essentials Programme	<ul style="list-style-type: none"> <li>The Management Essentials programme summarises the Civil Service approach to developing strong management skills. It provides a practical framework for growing skills and creating future managers and leaders by planning and supporting their development.</li> <li>The framework has been translated into four development programmes: Managing Self, Managing People, Managing Business Performance, and Managing Change.</li> </ul>
<b>HEO/ SEO</b>	Management Essentials Programme  Leadership Development	As above  Comprises Positive Action Programme , Operating Strategically e-learning and strategic awareness learning guide at HEO level
<b>Fast Stream</b>	Whitehall and Industry Group – Future Leaders Programme  Developing your Leadership Style	WIG’s Future Leaders Programme is designed to boost leadership potential. The programme brings together future leaders from a mix of backgrounds and professions, enabling them to learn from each other whilst developing their individual leadership skills and understanding of the expectations of future leaders across the sectors.  This course is aimed at <b>senior level Fast Streamers</b> who are in the final phase of their Fast Stream development pathway and are likely to take up a Grade 7 role in the near future.  In times of uncertainty leaders need to be available and approachable to their teams, providing direction and guidance and supporting the team to deliver the results they are tasked to achieve.  This dedicated Fast Stream event focuses on the attributes and competencies that make effective and visible leaders, what behaviours they use and how they operate. It has been designed to help you: <ul style="list-style-type: none"> <li>think about your own leadership style and the impact you want to have on others</li> <li>question whether you are an “authentic” leader and what this means in your leadership role</li> <li>make use of practical hints and tips that will help you lead with greater visibility and effectiveness, in a way that gains trust across all levels of your organisation.</li> </ul>
<b>Grade 6/7</b>	Leadership Masterclasses on:	<ul style="list-style-type: none"> <li>Future, Engage, Deliver</li> <li>Collaboration and Partnership</li> <li>Creating a High Performing Learning Organisation</li> <li>Creating Business Plans and Priorities that Matter</li> <li>Creating the Environment for Innovation</li> <li>Leading Cultural Change</li> <li>Personal Resilience for Senior Leaders</li> <li>Understanding Risk and its Implications for Senior Leaders</li> </ul>

		<ul style="list-style-type: none"> <li>• Visible Leadership</li> <li>• Successful Contract Negotiation</li> </ul>
<b>Grade 6/7</b>	<p>Wicked Problems and Clumsy Solutions: The Role of Leadership Masterclass</p> <p>Leading with Purpose (9 days)</p>	<p>This 1-day interactive masterclass is designed for anyone looking for a fresh approach to tackling the challenging problems that arise from change.</p> <p>Leading with Purpose is designed for Grade 6/7 civil servants in their first two years of a leadership role and who are looking to make a step change in the way they lead their people and organisations in the future Civil Service.</p>
<b>SCS</b>	<p>Leadership Masterclasses on:</p> <p>Managing People Series on:</p> <p>Communication Skills for High Stress, High Risk Situations</p> <p>Wicked Problems and Clumsy Solutions</p> <p>SCS Base Camp – Taking Leadership to the Next Level</p> <p>SCS Leadership Programme</p>	<ul style="list-style-type: none"> <li>• Future, Engage, Deliver</li> <li>• Collaboration and Partnership</li> <li>• Creating a High Performing Learning Organisation</li> <li>• Creating Business Plans and Priorities that Matter</li> <li>• Creating the Environment for Innovation</li> <li>• Leading Cultural Change</li> <li>• Personal Resilience for Senior Leaders</li> <li>• Understanding Risk and its Implications for Senior Leaders</li> <li>• Visible Leadership</li> <li>• Successful Contract Negotiation</li> <li>• Securing Employee Engagement</li> <li>• Constructive Conversations for Senior Managers</li> <li>• Recruitment and Selection for Senior Managers</li> </ul> <p>This 1-day masterclass is for anyone from Grade 7 – SCS who are looking to develop their credibility so that they can communicate effectively in emotionally charged situations, such as departmental change programmes or an operational crisis.</p> <p>As for Grade 6/ 7</p> <p>Base Camp is the induction programme for new entrants to the Senior Civil Service. This interactive event will provide you with the foundation to take your leadership skills to the next level. You will explore the expectations of being a member of the SCS with a group of your peers and present your findings at the end of the event.</p> <p>This 3-day programme offers all SCS members a comprehensive introduction to the Future-Engage-Deliver (FED) leadership.</p> <p>This leadership programme uses guided, in-depth conversation, coaching and personal reflection to explore the three pillars of the model:</p> <ul style="list-style-type: none"> <li>• <b>Future-</b> being in touch with what you care about and what you want to lead <i>for</i>. Learning how to stand back and see the bigger picture</li> <li>• <b>Engage-</b> being clearer than ever on how ‘Engage’ is different to ‘communicating at:’ <i>who</i> you want to engage</li> </ul>

SCS	WIG Senior Leaders Programme	<p>and <i>how</i></p> <ul style="list-style-type: none"> <li>• <b>Deliver</b>- learning how to be stronger in your robust dialogue and more active in developing others so together with your team(s) you deliver more now and in the future.</li> </ul> <p>Spread over 3 to 4 months, the programme will provide the opportunity for delegates to use the FED model between workshops to support their own leadership challenges. Programme group cohorts are encouraged to maintain contact after the programme has been completed to offer mutual support where needed.</p>
	<p>WIG Women's Leadership Programme</p> <p>WIG Women's Leadership Seminars on:</p> <p>Windsor Leadership Trust – Deputy Director Windsor Leadership Programme</p> <p>Windsor Leadership Trust – Director Developing Strategic Leadership Programme</p> <p>Leading to Inspire (9 months, 6.5 days)</p> <p>Leading to Transform (9-12 months, 6.5 days)</p>	<p>The WIG Senior Leaders Programme (SLP) is aimed at experienced senior managers in the public and private sector, giving you the space to be challenged and to learn with your peers. The WIG Senior Leaders Programme is where senior leaders connect – offering them the chance to explore the complex nature of strategic and operational leadership in a stimulating cross-sector environment and share challenges in a safe, supportive forum.</p> <p>This programme, run by the Whitehall and Industry Group (WIG), is designed for talented and experienced senior women with the potential for top leadership roles in large private or voluntary sector organisations, the Senior Civil Service and local government.</p> <p>The WIG Women's Leadership Programme (WWLP) is designed to help you become more aware of your leadership style and your impact on others. It is ideal for women who are looking to develop the confidence to promote themselves effectively, to make a meaningful difference to their organisation and to build connections and network with women peers. It complements the Civil Service Learning programmes for Grades 6-7 (Leading with Purpose), Deputy Directors (Leading to Inspire) or Directors (Leading to Transform).</p> <ul style="list-style-type: none"> <li>• Influence and Resilience</li> <li>• Navigating the Labyrinth</li> </ul> <p>This programme is designed around the development of operational leaders who have the potential, ability and ambition to reach senior strategic leadership positions. The programme focuses on reflective learning through the exchange of personal experiences and insights from inspirational senior leader speakers and fellow senior leader participants, supported by our experienced facilitators.</p> <p>For Directors taking on more leadership responsibility both strategically and operationally, this programme focuses on developing leaders' strategic thinking as they develop within their role. It encourages leaders to explore the challenges of moving into Strategic leadership.</p> <p>The programme focuses on reflective learning through the exchange of personal experiences and insights from inspirational senior leader speakers and fellow senior leader participants, supported by facilitators.</p> <p>Leading to Inspire is designed for Deputy Directors (Grade 5 Senior Civil Servants) who have spent between 6 months and 2 years in role.</p> <p>This programme is designed for civil servants who have been appointed to a Director level role within the past 6 months to two years and who are looking for practical guidance on leading the reform agenda in their departments and across the Civil Service.</p> <p>The Civil Service is being challenged to be more innovative and deliver better public service through more effective partnership and better joined-up working. Leading to Transform will enable senior leaders to build strategic alliances, and work across organisational boundaries.</p>

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