



## Developing leadership

A brief introduction to services  
from SOLACE Enterprises



## Practical leadership in context

**SOLACE Enterprises is one of the most respected public service improvement companies in the UK and one of the most widely consulted. We provide high quality, customer-focused and practical support to the public sector. Operating across the UK, we offer consultancy, development and resourcing services delivered by experienced practitioners with public and private sector experience. Our clients say it's our first-hand experience and thorough understanding that makes us their consultancy of choice.**

We believe that good leadership is essential to achieving the highest levels of performance, and have spent 11 years identifying and developing the core capacities for political and managerial leadership. As a result, we have created programmes and techniques which deliver leadership development appropriate for a fast changing public sector.

The quality and relevance of our work has been recognised nationally through the IDeA's selection of SOLACE Enterprises to deliver its new Academy of Executive Leadership with Ashridge Business School. We have also been selected as a Leadership Partner by The Leadership Centre for Local Government. By providing managers, politicians and board members with tailored programmes and activities designed to improve leadership skills and develop organisational leadership, we are able make a practical difference to their ability to deal with the situations they face on a daily basis from individual or team development to performance appraisal, talent management and relationship building.

## Non-Executive Development

All our experience shows us that successful organisations are based on shared goals and expectations, foster a better understanding of roles and sustain a close dialogue between non-executive and corporate leaders. One of the critical measures of success comes from developing an objective insight into your own effectiveness and that of your organisation. Board members bring a wealth of experience and knowledge which contributes to development activity. Our programmes and approaches can improve leadership, enhance scrutiny skills, build strategic capability and provide tailored appraisal and personal development plans. We also have a unique new product which offers a package of highly relevant distance learning material, making it easy for non-executives to undertake development and assessment in their own time.

## Coaching

Coaching has become part of the mainstream of personal development for top tier managers and non-executives. The complex demands of modern, public sector businesses means that leaders are frequently working in new territory. One-to-one coaching is a very effective way to develop new leaders and to allow established leaders to become even more effective. You choose the coach, and the process is tailored to your particular needs and learning style. We offer personal feedback and support when required, resulting in development which is time and cost effective, over six to nine months. Our coaching team appreciates the difference between coaching and counselling and our experience in psychology equips us to address the personal dynamics bound up in performance issues.

## Mentoring

We believe that there is a clear difference between coaching and mentoring. The purpose of both is to improve performance, gain greater personal understanding, and to be more effective at work. Our mentors support development by using their direct experience of the challenges faced by our clients. The more technical the focus of a client's question, the more a mentor will be able to help. Mentors are more likely to work with clients from their own professional

that profession. We offer a choice of mentor to establish a strong working alliance and a relationship of trust and agree a 'development contract' at the outset to clarify goals and timescales.

## Signature Leadership Programme

We are highly experienced in providing tailored leadership development solutions within organisations, using our expertise to focus on the unique characteristics of the organisation and the individuals. The SOLACE Enterprises approach to leadership development recognises the importance of context in the leadership role and never forgets that there is a balance between the individual, the organisation and the community. It is practical, pragmatic and practitioner based. We have a wealth of experience about leadership approaches which work and techniques which deliver results, and we now plan to develop these into an open leadership programme, allowing individuals to explore their approaches with peers in other organisations.

## Individual & team assessment

As the relationship between corporate management and governance is becoming more complex, clarity around individual and organisational expectations is essential. Our executive appraisal provides a high quality, unique and independent assessment of the professional performance of top senior managers and organisations and introduces a more performance-based approach to the work of the board. We support non-executive and managerial leaders to assess their own performance and that of their management team or cabinet and to set challenging objectives for the future. We conduct an objective review of your organisation, and test our findings with peers and internal sounding boards. After presenting our findings to the chief executive / Board members, we conduct a formal appraisal process to agree performance targets and rewards and set out personal development needs.

## Action Learning

Senior managers and non-executive leaders often feel isolated. Our action learning sets are a transformative way of achieving personal development by discussing issues with others in a similar position. Active learning is confidential and collaborative, providing a distinctive way to learn and develop. A set normally comprises six to nine peers drawn from (for example) the health community; from the wider public service; those who work as local government partners; chief executives; sets for corporate, strategic, executive or policy directors; women-only sets; elected member-only sets; or people working on a common theme. The set meets for a day every two to three months.

## Open Programme

Our Open Programme's guiding principle is that exceptional leaders never stop learning. Offering one-off courses or the development of a complete approach to personal, professional and career development, we cover **aspiration** – designed to equip managers with the skills of self-awareness and the broader knowledge to help them attain a senior strategic role; **excellence** – which embeds leadership capacity for those who have achieved those senior roles, and who want to continue learning; and **exploration** – which helps individuals take control of the next stage and sets future goals which may mean transition to another organisation, role, career or way of life.

## Middle Managers

Our understanding of the complex leadership challenges in the modern public sector means that we recognise the journey that individual managers and teams need to take. We also understand that leadership is dispersed through organisations and that good leaders occur at all levels. We are using our expertise to develop a new programme for middle managers, offering a skills and practice based approach to help managers get the most out of their own potential.



## Contact

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## Our services

### Flexible Resourcing

- Specialist individual interims and teams
- Service review and challenge
- Independent investigations
- Mediation services

### Developing Leadership

- Tailored leadership programmes
- Elected member development
- Team building
- Collaborative leadership
- Coaching and mentoring
- Independent appraisals
- Personal development planning
- 360° feedback
- Action learning
- New Chief Executive briefing
- Open Programmes and master classes

### Recruitment and Selection

- Fully flexible recruitment and selection service
- Assessment centres
- Candidate management
- Talent management
- Career development
- Job design and evaluation
- Salary reviews
- Diversity expertise

### Organisation Development

- Culture change
- Community engagement
- Partnership working
- OpenStrategy
- Organisational performance
- Organisation design
- Peer challenge and assessment - CPA, CAA
- Organisational and efficiency reviews
- Customer service models
- HR advice