

Learning is not an event, it happens anywhere and everywhere!

The Leadership and Management Development Mix

How do I learn and develop as a leader

Leadership is for everyone, not just something that happens at the top of the organisation. Development of leadership skills can be driven by the individual – the best way to develop is often unique to that person and their particular experiences and preferences. Development needs can flex and change over time, due to changing personal or work circumstances. The leadership and management learning mix is an approach that will help you better understand your own personal strengths and development areas, matching the right learning and development at the right time, whether it's Leading Self, Leading Others, Leading Managers, Leading the Function or Leading the Organisation.

What do I need to develop as a leader?

The College has been working (alongside forces and wider stakeholders) to represent in a simple infographic form, what is important for leadership in policing. These critical success factors are not new, they have been brought together from a range of existing documents. *This infographic will be made available through membership by December 2016.* These areas apply to everyone in policing regardless of role, rank or specialism and are important in driving forward effective leadership. Guidance will be produced to support you in your leadership development journey across four leadership dimensions:

- 1. *Personal awareness and integrity***
- 2. *Professional astuteness and performance***
- 3. *Shared leadership and collaboration***
- 4. *Innovative approach and decision making***

Guidance and tools to help you develop as a leader will shortly be available on the membership site

Mix Up Your Learning

Research has revealed that staff who have a mix of different learning approaches will be much better equipped for their job and are more likely to apply learning to the workplace. It is recommended that you should gain 70% of learning from **experience** on the job through daily tasks, 20% of learning from **shared** learning through other people, finally 10% of learning from **education** or formal structured training. This is known as the 70:20:10 approach. Here is a short 4 minute video to explain what the 70:20:10 approach is: <https://www.youtube.com/watch?v=t6WX11iqmg0>

How do I Mix Up my Learning?

Think of yourself at work, and you need to complete a task that's completely new to you. What do you do first? You might ask a colleague for advice (**shared** learning). Maybe you prefer to do some background research on your own, this could include reading a book or accessing a TED talk or an online course (**education** or formal learning). You could then decide to share your research with new people who join your team (**shared** learning). You might pass on your book to a colleague, or discuss it in a team session (**shared learning**). Once you have completed each task you might then reflect on what worked well and what you would do differently next time (**experience** or on the job learning). This mix of activities helps to solidify what you are learning in a practical, interactive way and moves away from the traditional view that learning should just be in a classroom environment.

Remember that it's good practice to record what you have learned and how you have applied your learning in your CPD record (<http://www.college.police.uk/What-we-do/Development/professional-development-programme/Pages/CPD-templates.aspx>) See how Ashleigh approaches learning and development in the case study below.

The College is currently developing the leadership and management development membership pages and more information will be available shortly. If you would like to contribute to the development of guidance and tools for members or you want to share your learning and development experiences then please email the Leadership Review inbox (leadershipreview@college.pnn.police.uk) or share on the POLKA Leadership Review community. A member of the team will contact you directly.

Ashleigh – 70:20:10 case study

I currently hold the rank of Police Constable which I have done for the past 8 years. During this time I have predominantly worked in Area Command 24/7 uniform response. From day 1 this is a very fast paced environment where continued learning and development is crucial to not only our job role but future aspirations.

How I learn through my work

A large proportion of what I have learned is from my experiences on the job and what I have been exposed to. For me, in a work environment this means that every day is a learning experience, no 2 days are the same and by reflecting on this I can learn and develop within my role. I look for constructive feedback from peers and supervisors in what I hope is open and honest conversations. This is very much a part of being able to learn from feedback to enhance my current skills and learn new approaches to my work for not only myself but my team. By fully utilising the feedback, support, guidance and facilities available to me I use my on the job experience to demonstrate what I have learnt by trying new approaches, and putting it in to practice what I have learned on a regular basis.

How I learn through others

I use relationships with other people to help me learn and develop. I do this by creating and maintaining professional relationships within my work place. If I have a challenge that I am not sure about I identify who can assist me, people who have more experience or expertise and ask them for advice and guidance that I can take forward in a particular issue.

I have a formal Mentor to assist me on a regular basis and provide me with direction in order to achieve my goals. I am also a Peer to Peer mentor which enables me to cascade the knowledge, experience and skills that I do have and share with individuals who are keen to learn.

My formal learning

I understand the importance of keeping up to date with relevant legislation pertinent to my role, I do this by reading updates and latest articles. I am currently undertaking a Chartered Management Level 6 qualification which involves some classroom based learning. I am also taking an apprenticeship in training delivery.