



**POLICE**  
SCOTLAND  
POILEAS ALBA

**YOUR LEADERSHIP  
MATTERS**

**POLICING  
TOGETHER**

**BE INCLUSIVE, BE COURAGEOUS, BE COLLABORATIVE**

# Favourite leadership quotes

“Hire character. Train skill.” – Peter Schutz (former CEO of Porsche)

“Before you are a true leader, success is all about growing yourself. When you become a true leader, success is all about growing others.” Anon

# What we will cover in the workshop

- Police Scotland's changing context and why we needed a leadership and management development programme
- What is Your Leadership Matters – the journey so far
- Is it working – evaluation after first 6 months
- What would we do differently/lessons learned?

# Changing content - Why was the Your Leadership Matters development programme created?

Police Scotland was formed and faced a number of challenges

- Created in 2013, merging 10 Forces into one. 2<sup>nd</sup> largest Force in UK, covering 1/3<sup>rd</sup> UK landmass, with 22,000 officers and staff in urban, rural, islands and remote.
- Externally - growing social/economic uncertainty, technological change, AI, evolving attitudes to work, climate change, environmental decline – complexity of policing issues is growing

This exacerbated a need for stronger leadership

- Due to these challenges, there was, and is, a demand for stronger and more cohesive leadership.
- The conventional ‘management’ skillset supported by traditional performance measures was no longer adequate to help leaders and their teams to thrive
- Competency and values framework was launched

External audit and Your Voice Matters highlighted that a focus on Leadership Development and EDI was required

- Audits and Your Voice Matters survey, indicated more work was needed in addressing Leadership Development and workplace Equality, Diversity, and Inclusion, particularly as under-representation (especially at senior ranks) was highlighted as a key challenge across the Force.
- Policing Together Strategy was launched

YLM was designed to address these challenges

- A leadership capability assessment was conducted with Senior Leaders and the Your Leadership Matters Programme was designed to address the leadership challenges.
- The Executive team aligned on the 3 YLM Leadership Behaviours
- A Digital First approach
- Programme launched to top 250 Senior Leaders in 2021

YLM rollout

- Following the Senior Leaders programme, it was agreed that rolling out the programme to all leaders across the Force was of critical importance, this rollout commenced in April 2023.
- *“Change will only come about if our leaders understand the challenge and are equipped and supported to demonstrate values-based leadership”*  
DCCD Taylor

# What we want to deliver.... proficient leaders who

Lead and learn **INCLUSIVELY**

Have the **COURAGE** to do the right thing

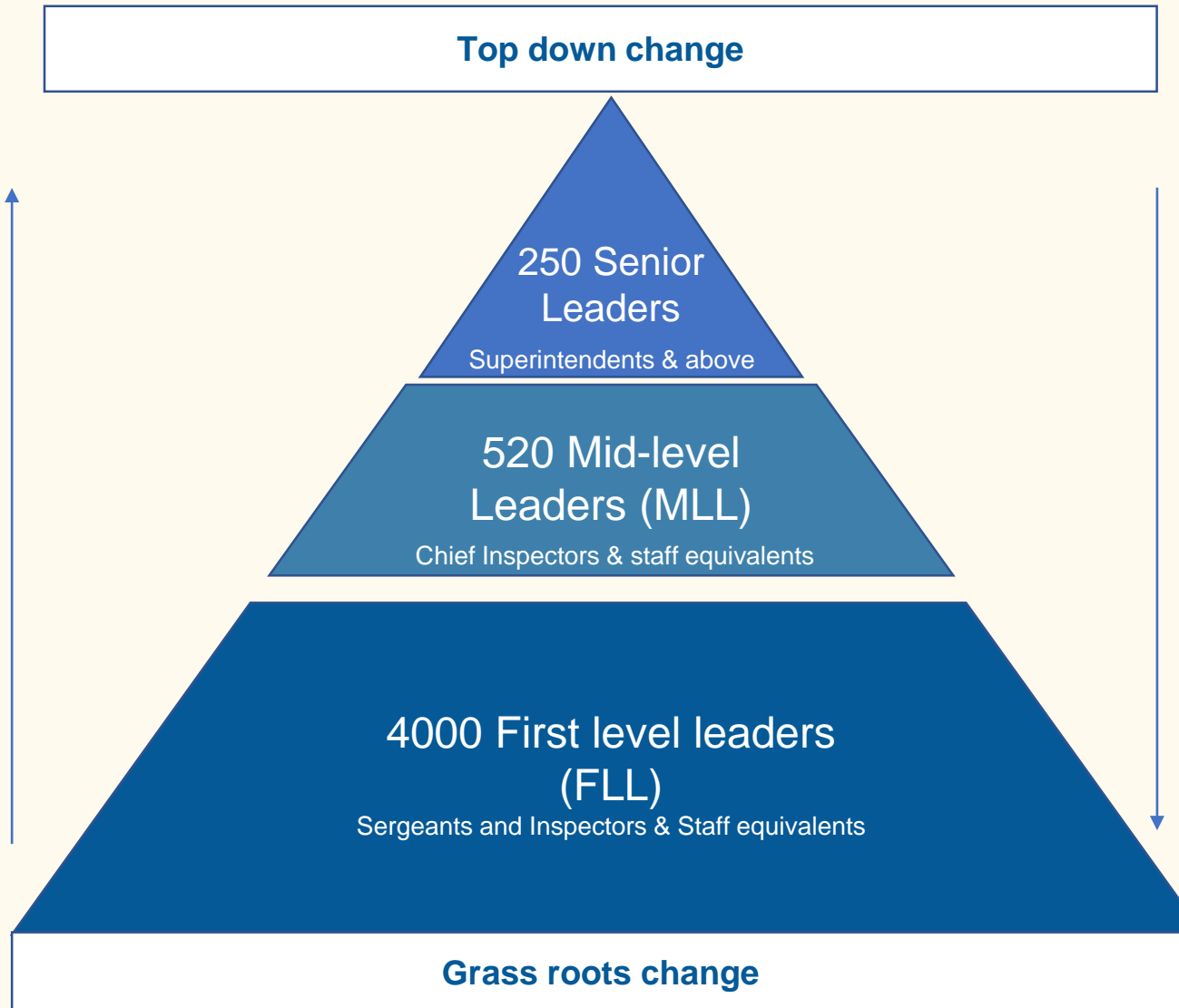
**COLLABORATE** for growth

- Leading inclusively and proactively to create a **psychologically safe environment** where everyone thrives and feels valued.
- Through empowerment, our people will proactively seek out **diverse perspectives**, to test ideas, **challenge decisions** learn and grow.
- With role modelling a **growth mind-set** and curiosity about others, **listen without judgement and seek with compassion** to understand those around them.

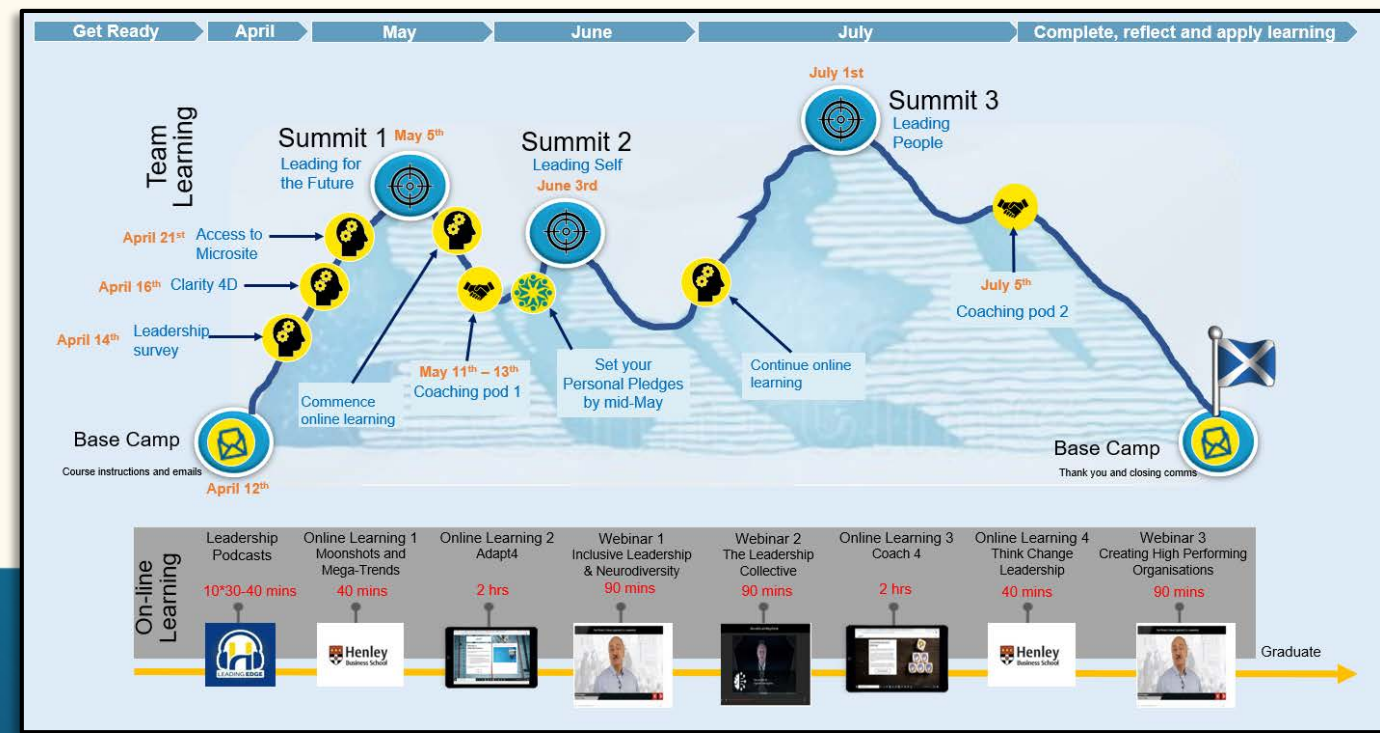
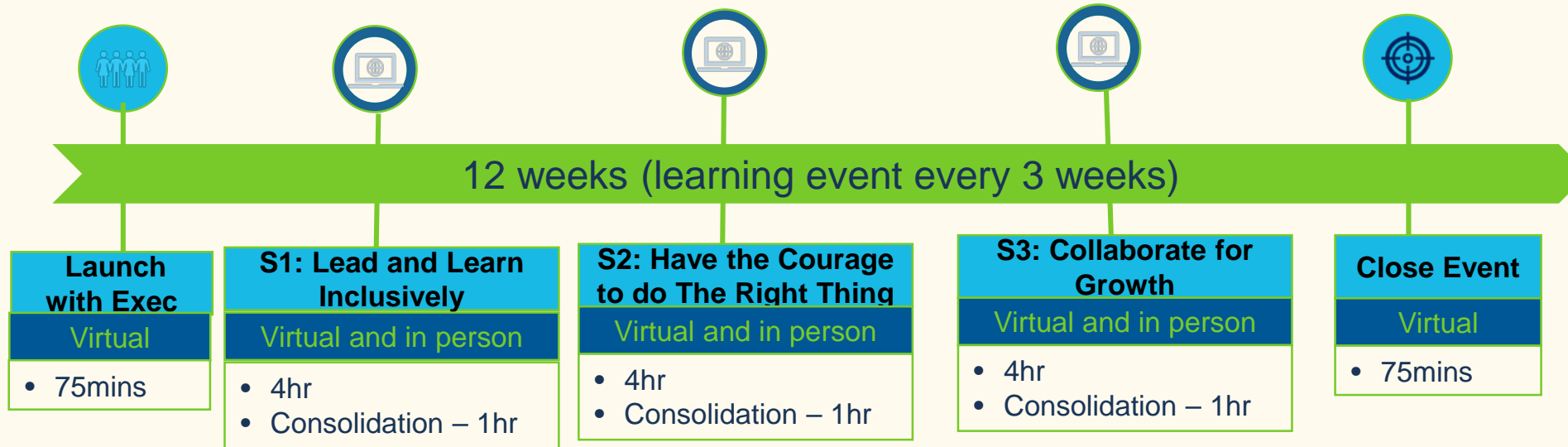
- Leading with **confidence and humility** demonstrating personal accountability, being open to challenge, admitting to, and **learning from mistakes.**
- Utilising **emotional intelligence** effectively manage challenging situations with transparency, openness and respect.
- Empower and engage teams to have the **autonomy to take the lead** unlocking motivation and high performance.

- Building **listening** and **communication skills** which encourages networking, innovation and creative thinking, sharing ideas and **reduce silo working**
- Develop personal **influencing skills** with those we lead, peers, partners and the public, prioritising what matters to foster **collaborative trusted relationships**
- Identifying opportunities to lead the way, building a **sense of belonging** with empowerment and shared purpose, working as one collegiate team.

# Your Leadership Matters – top down and grass roots change




# Programme Format – the journey




# Progress So Far

**24**   
month program  
(3 months to complete individually)

**c50**   
summits conducted


  
**c2200**  
Participants so far


**c100**   
consolidation sessions conducted

**7**   
Tailored learner journals created

### Value for Money

Cost of the YLM Programme.

**c.£1.4m**   
Overall

**c.£300**   
per person

In comparison to spend on leadership development in other organisations.

In similar organisations spend on leadership development programmes is approximately:

**c.£600-£1,000**  
per person

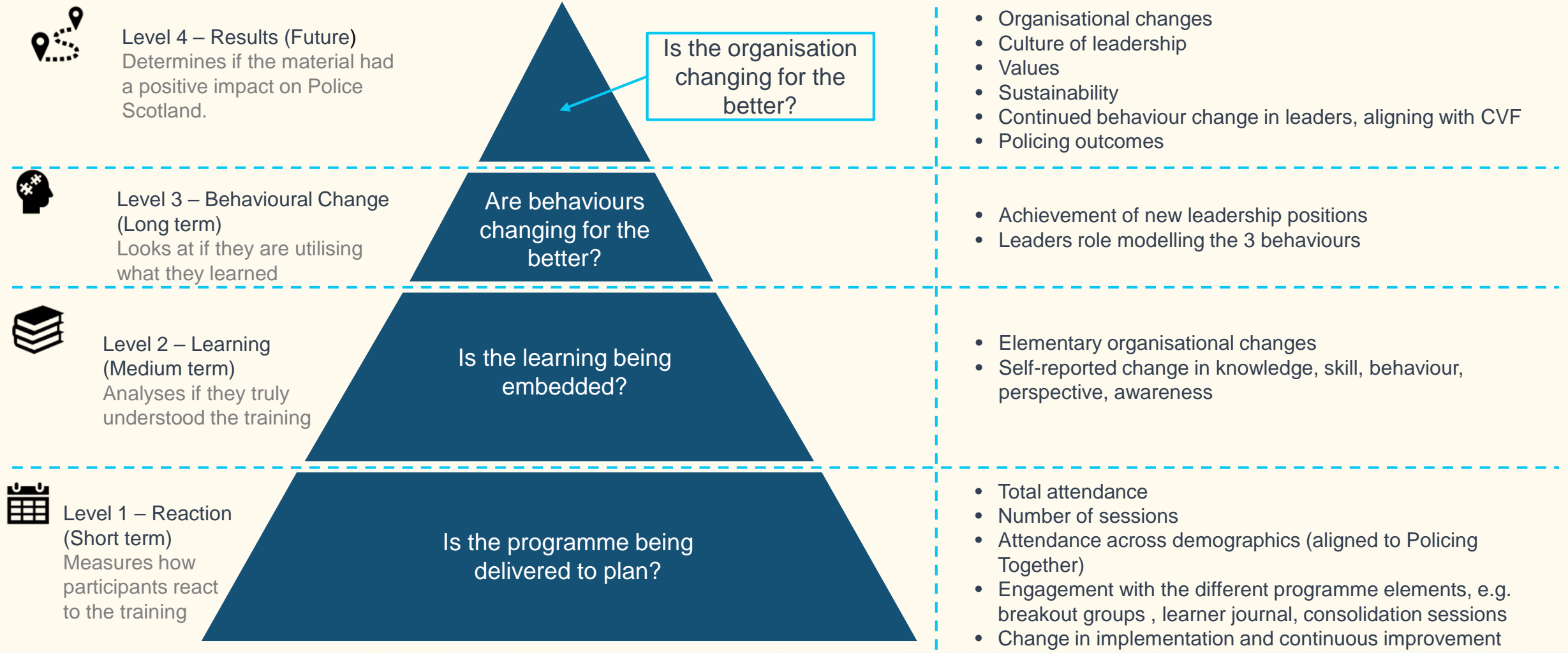
More broadly 65% of businesses spend:

up to **£2,000**  
per person  
per year on leadership development.\*

\*February 2022 survey of 700+ HR leaders conducted by Forrester and HR Executive Magazine



# Is it working? Evaluating YLM – Kirkpatrick’s 4 levels



# Senior Leaders feel more confident in advocating for YLM

Participants agreed that...

...the events have helped them **understand the behaviours and how to embed them**

Open Event **60%** → Close Event **84%**

...the events have made them more **confident in supporting the success of YLM**

Open Event **67%** → Close Event **83%**

Between 83% and 100% of participants agreed that our external and internal speakers were effective & engaging



“Police Scotland speakers are **200% the right approach**”

“The speakers were brilliant - **thought provoking and inspiring.**”

Participants had strong attendance and strong advocacy for the programme



**90%**

attendance across the Senior Leaders YLM journey



**85%**

of YLM Events attendees agreed they are likely to recommend to a friend/colleague

A number of participants shared their commitments to put learning into action. They were asked to share how they will embed or keep alive the leadership behaviours.



“Build the topic of YLM into the agenda of SMT meetings”

“Ensuring we are demonstrating these behaviours in our daily interactions with our teams”

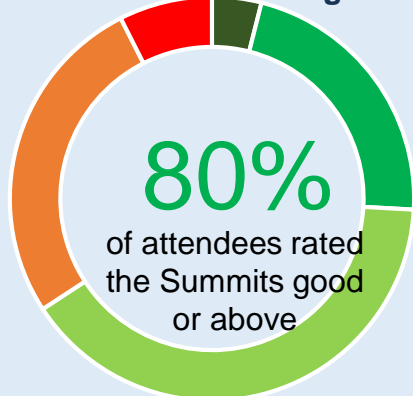
“Be accountable for dealing with the negative feedback and taking on board the criticism”

# What the Mid-Level Leaders said

## Role Modelling Behaviour

**89%** of participants agree that they **understand what is expected** of them in role modelling the behaviours

## Overall Rating

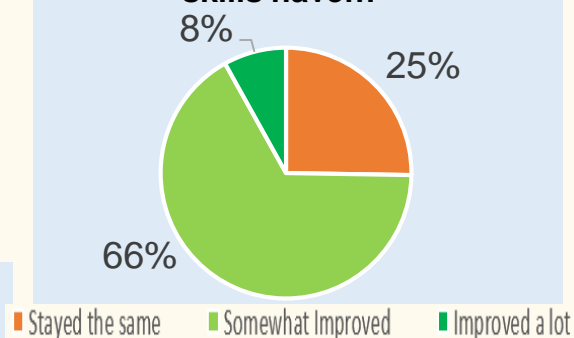


■ Excellent ■ Very Good ■ Good ■ Fair ■ Poor

## Apply Learning

**79%** of respondents agreed that they can **apply what they have learned**

Since participating in YLM, do you feel that your leadership skills have...



## Programme Satisfaction



**71%**

agreed that they were satisfied with the YLM programme

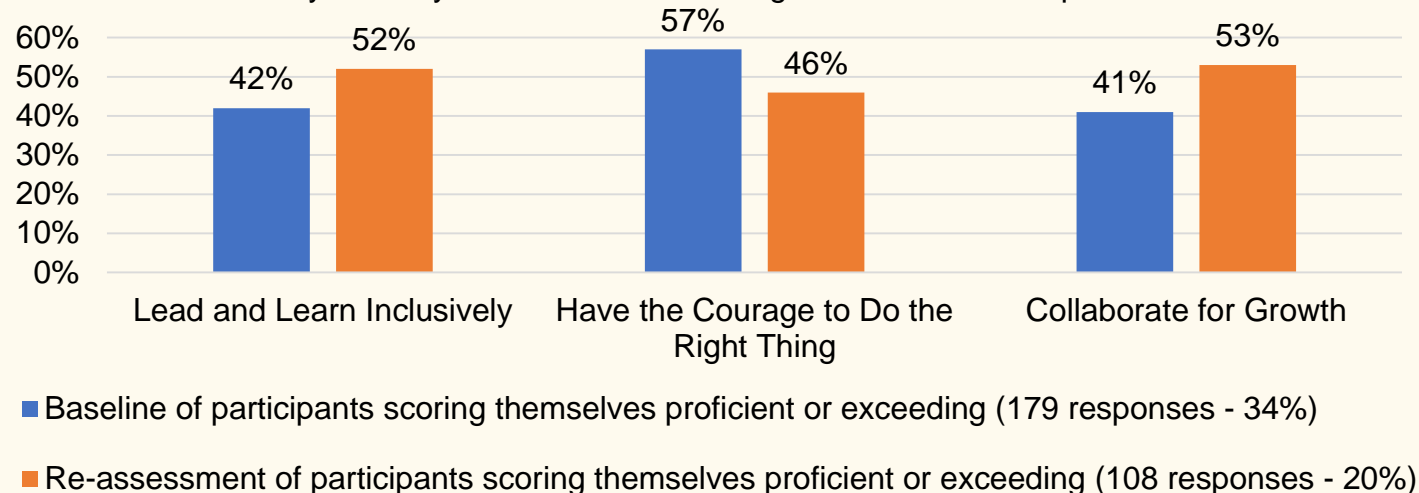
## Programme Advocacy



**61%**

of attendees agreed they are **likely to recommend** them to a friend/colleague

Reflecting on your role as a leader in Police Scotland/Scottish Police Authority, where do you rate yourself in role modelling the three leadership behaviours?



For 'Have the Courage to Do the Right Thing' **11% less participants scored themselves as proficient or exceeding**, this is potentially due to the programme **raising awareness of what good looks like** in this area. This summit also took place (25/07/23) following the Chief's announcement on 25/05/23 where we did see a drop in attendance and a shift in attitude.

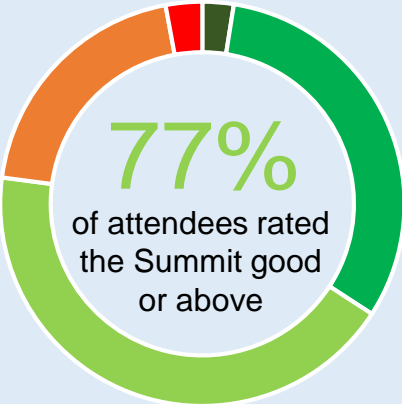
# What our first level leaders are saying (so far)

### Apply Learning

81%

of respondents agreed that they can apply what they have learned

### Summit Rating



77% of attendees rated the Summit good or above

■ Excellent ■ Very Good ■ Good ■ Fair ■ Poor

### Engaging the Participants

98%

of respondents agreed that within the Summit they were provided with the opportunity to contribute

### Role Modelling Behaviour

87%

of participants agree that they understand what is expected of them in role modelling the summit behaviour

### Programme Advocacy

58%

of attendees agreed they are likely to recommend them to a friend/colleague

### Duration

59%

of attendees agreed that the duration of the summit was appropriate

### Police Scotland Speakers



84%

agreed that the Police Scotland speakers were effective



84%

agreed that the Police Scotland speakers were engaging

# Continuous Improvement

Throughout the delivery of the YLM Programme , participant feedback has been considered and, in response to this, a number of iterative changes have been made to the programme. For example:

## They said



The summit content could have been pitched at a better level for the intended audience



There was a feeling that the summit included a lot of content, and more time could be spent on discussion



The examples in the summit resonated more with officers than staff



The length of the summit could be shorter



Participants highlighted an opportunity to ask more engaging Summit questions



Participants requested more practical tools



## We did



**Action:** Reviewed role profiles for mid-level leaders and incorporated this into the context

**Action:** The time spent on the initial context section was reduced to allow for more time to be spent on discussing key content

**Action:** Balanced the internal and external perspective for partnering and colleagues working together

**Action:** reduced the session length by 15 minutes (and a short wait time to enter the session)

**Action:** updated summit questions so that they are more thought-provoking, strategic and tangible questions that support the discussions and get people engaged

**Action:** supplied practical tools and advice on how to implement them

# Lessons Learned

- Deliver a pilot that is robustly evaluated.
- Use internal speakers/leaders to share their stories and deliver the full programme rather than external leaders.
- Whilst the leadership behaviours are the same, use different case studies for staff and officers so they learn from each other yet can still relate to the case studies, videos and examples.
- Have local champions and senior points of contact to help develop the programme, advocate for it and provide real time feedback.
- Protect learners time and protect the learning environment.
- Engage all about the difference between management and leadership development, and how this will be very different to operational training. Invest more time on communication about why this development is equally as important as operational training – driven at a local level rather than corporate level
- Executive sponsorship is critical however it needs to be at all levels and localised
- Create a leadership goal/objective that everyone who joins the programme is measured against – build it into the day to day
- Accredit the programme and/or make it a requirement for future promotion entry
- Don't be afraid to listen to research and trends about leadership development and what is important in modern working environments even if it isn't policing – there is a big trend to focus on the positive force of compassionate leadership, listen to the SMEs on learning, leadership, training and development
- Be courageous to halt and change the programme content and to refocus the learning objectives if different needs arise and feedback tells you what is and is not working
- Measure outcomes and impact, and remember this is culture change – it will take more than 6 months to know if it has worked



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“This present moment used to be the  
unimaginable future” Stewart Brand

(Clock of the Long Now: Time and Responsibilities)

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