

# The Vanguard guide to Leadership

Vanguard Workshop Series

**PROVEN IN UK/EUROPE - NOW AVAILABLE IN AUSTRALIA & NEW ZEALAND**

**HELPING PROGRESSIVE LEADERS MAKE ORGANISATIONS THRIVE**



**THE VANGUARD GUIDE TO LEADERSHIP  
ENABLING TRULY PROGRESSIVE LEADERS TO LEAD**

- Develop an outside-in view and clarify purpose
- Ensure the right measures drive decisions
- Enable everyone to improve performance
- Know where to spend your time, what to focus on and how to engage others
- Understand the three big mistakes managers make

## **ABOUT THE VANGUARD METHOD**

Vanguard Method Australia and New Zealand work with Service Organisations to create ground-breaking and sustainable change

To differentiate your services, by definition, you need to use different methods to those being used by everyone else.

In Europe, the Vanguard Method is now being recognised as the principal method for improvement in service organisations, producing fast, effective, tangible and sustainable results and now the Vanguard Method workshops are available in Australia and New Zealand.

Applied in the UK, Canada, Germany, Sweden and South Africa, the Vanguard Method has produced remarkable improvements in a wide range of service organisations, from telecommunications, utilities and financial services organisations, to health & care, council services, emergency services and public housing providers.

Vanguard have received numerous academic awards for contribution to management science. We are often cited in the press and are called upon to present innovative thinking to government led think-tanks and improvement committees.

**Improving peoples' lives**



## THE VANGUARD METHOD FOR PUBLIC SECTOR ORGANISATIONS

The Vanguard Method in people-centered services is the biggest opportunity to significantly reduce costs and, more importantly, to improve peoples' lives. We understand how to design public services that actually work. As a result, costs fall dramatically. But that's not all. The wider consequence of providing services that work is that demand falls. Not only do you wipe out the strangling effect of high failure demand, you learn that fewer people experience problems. Happier people, better families, strengthened communities. Isn't that what public services ought to be about?

**"We now understand before we assess, build relationships rather than transact, take responsibility instead of referring on, and take time to understand what someone needs to live a good life instead of prescribing standard packages of activity."**

JULIE BOOTHROYD, HEAD OF ADULT SERVICES, MONMOUTHSHIRE COUNTY COUNCIL

**"Vanguard caused us to stop and think, helped us challenge assumptions and bring about a profound change to service delivery, building solutions around customers and opened our eyes to the potential transformational work across authorities and other sectors."**

CHIEF EXECUTIVE, EXETER CITY COUNCIL

## THE VANGUARD GUIDE TO LEADERSHIP

View your organisation as a system designed to achieve what customers see as your purpose. Learn how to act on the system and enable those who do the work to improve the way it is done.

### » Audience

Truly progressive leaders who want to build a cohesive customer-centric organisation where those who do the work control and continuously improve it. Participating leaders will also want to explore what this means for their role and learn how to 'work on the system' in operational terms.

### » Outcome

After completing this workshop, you'll begin to understand how your organisation works as a system and its purpose from a customer perspective. By developing the right measures, understanding better measures of capability and sharing this understanding with others, you'll be able to improve organisational knowledge, prediction and decision-making. You'll also know how to place an appropriate value on learning and knowledge development. And finally, you'll be aware of proven ways to build co-operation between groups, let them see how their work helps the system achieve its purpose, and enable people to improve the work they do.

### » Overview

This multi-session 'action learning' workshop looks at how managers and leaders impact organisational systems. Understanding what that means involves interacting with your organisation, which is why this workshop includes specific fieldwork as well as structured sessions. You may also have to engage some of your colleagues in collecting information during this time.

## SESSION 1: Learning to see with fresh ideas

- Compare traditional thinking with the Vanguard Method alternative.
- Understand customer demand – who are they, why do they contact you, what do they want and how do they want it?
- Create a customer view of your organisation's purpose.
- Explore current measures – what are they; which ones get the most attention; what decisions are made as a result?

## SESSION 2: Current measures and capability to respond

- Learn more about existing measures over time (capability) and static versus dynamic measures.
- Examine your data and revisit what it tells us about the measures and decision making.
- Summarise what we have learned about demand and capability to respond to customers.
- Identify what we need to know more about.

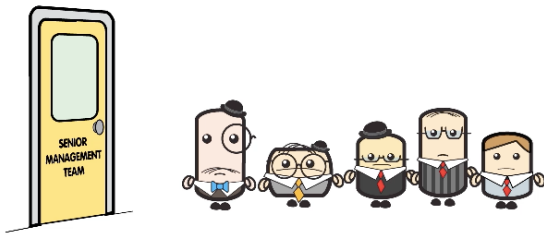
## SESSION 3: Current measures vs purpose – related measures

- Review your fieldwork to understand the consequences of current measures.
- Examine how the work works and use variation theory to explore why performance is different and what is the root cause.
- Assess your current measures using the Vanguard Method test of a good measure.
- Consider purpose-related measures – what would be required; how would you gather the data; what would it tell you?



#### SESSION 4: Defining the organisation's purpose in customer terms

- Recap learnings about measures driving behaviours and dysfunction
- Discuss the extent to which old measures were optimising one part of the organisation at the expense of the rest
- Review how easy it is to get new measures, what they've told us and what we've learnt about variation and work
- Explore the relationship between action and consequence



#### SESSION 5: Learning to lead the Vanguard Method way

- Review your current management and leadership roles, then think about what they need to be
- Establish baseline lagging measures (revenue, cost), leading measures (demand, capability) and service levels (KPIs, SLAs, benchmarking)
- Revisit fieldwork to determine the impact this way of working will have on roles, structure and performance management
- Establish ways to increase capacity and capability in your team and beyond
- Look at the way your organisation typically approaches change and improvement, then think about how it could be improved.

#### DON'T TAKE OUR WORD FOR IT.

On our website, European managers who have faced the same challenges you are facing describe in their own words the substantial, rapid and innovative change they have achieved. Hear what they have to say [www.whatisthevanguardmethod.net/workshops](http://www.whatisthevanguardmethod.net/workshops)

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