

Tool 4.4

Types of leadership learning

Learning type 1
Taking time to reflect

- Reflecting
- Researching
- Establishing baseline
- Evaluating

Type of learning activity	For example:
CR Critical reflection	Standing back to reflect, develop new perspectives, analyse. How? Learning log, discussion with a peer, line manager, coach or mentor.
RO Reflective observation of you	Gathering feedback on aspects of the role. How? 360 feedback, observation, shadowing.

Learning type 2
Working collaboratively

Type of learning activity	For example:
CW Collaborative working	Peer support, mentoring observation, reflection, work shadowing, job sharing. How? You and a partner or trio decide on a focus, create a timeline, success criteria and maintain the joint approach. Could include gathering data, agreeing intervention testing out ideas.

Learning type 3
Gaining knowledge and understanding through formal learning

Type of learning activity	For example:
TE Learning from others	Courses, training events, interviewing, discussions. How? Professional associates, e-learning, external provision, vocal conferences, shared reading.
EX and NT Extending experience and networking	New role. How? Taking on a new role beyond the immediate context, eg project management, consultancy, training, secondment, international.