



# Leadership Handbook

Strategies to Help You Lead Your Team to Success



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The best leaders never get comfortable. There are always new ideas, tactics and strategies to implement so you can grow and improve your skills as you move into a management or leadership position. This doesn't just impact your growth but also positively affects your processes and the wider organisation.

To provide the best public service, you need to focus on your development first to motivate your team. This will help them grow and become more efficient.

If you're new to a leadership position or you're already a manager but want fresh ideas, this guide is for you. It's packed with tips and advice on the skills you need to lead your team to success – all of which you can implement immediately.

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# What Makes a Good Leader?

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**No leader is the same. Your experiences on your journey will shape the type of leader you become.**

However, every leader should have countless skills and qualities to make a lasting impact – some of which are non-negotiable. We've compiled the most common leadership skills below to help you visualise the skills you might already excel in or need to work on as you develop in your management role.

**Task:** Outline the skills and qualities in the table above. Rate yourself on a scale of 1-10 for them all or ask a colleague where they think your skills lie. Use this data to determine where you excel and the areas that need improvement. The lower the score, the higher the priority. Focus on them first and build on these skills to become a more well-rounded leader.

Everyone has a distinct management style. It doesn't matter if you're leading a team of 10 in the voluntary sector or 1,000 in local government – how you approach leadership is [based on your communication](#) and personality.

These skills will help you become a better leader. To build on these skills, you should understand how you'd like to lead your team.

Positive attitude	Strategic thinking	Flexibility	Decision-making	Sense of humour
Creativity	Delegation	Communication	Time management	Influence
Vision	Assessing strengths and weaknesses	Confidence	Integrity	Clarity
Active listening	Self-awareness	Learning agility	Reliability	Building trust
Inspiration	Empathy	Persuasion	Embracing failure	Gratitude
Flexibility	Dependability	Empowering	Passion	Trust
Teamwork	Focus	Honesty	Positivity	Decisive
Credible	Courage	Respect	Engaged	Accountable
Appreciative	Humility	Perspective	Discipline	Reasonable
Compassion	Empowerment	Motivating	Open-minded	Proactive

You can improve your leadership skills over time, but first, it's about finding your personal leadership style. Here are the most common types to help you determine where you fit best.



## **Autocratic**

You make decisions quickly and confidently without needing input from the rest of your team.



## **Democratic**

You're a leader who values your team's opinions. It's your aim to make your team feel appreciated and valued.



## **Laissez-faire**

You intentionally give your team creative freedom and autonomy so they can make their own decisions and don't need much guidance.



## **Managerial**

You value systems, structure and orders. You outline the targets and your team has to hit them. It's a rigid style but can work well if you're fair and consistent.



## **Visionary**

You make your team feel empowered and they're loyal to you. You're empathetic, enthusiastic and don't shy away from giving praise.

To be an effective leader, decide what qualities you have and the traits you need to be the type of manager you want. By conducting this honest self-assessment, you'll eventually become a leader who can motivate and drive their team forward to reach organisational objectives — while building a loyal, high-performing team.





# How to Move Into a Managerial Role Effectively

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Being promoted and moving into a managerial role means the expectations are higher, your responsibilities increase and more people rely on you to lead them. You'll always make mistakes, but it's about learning from them and returning stronger. Here's how you can move into this role to make that transition easier.

## Become a Delegator

You aren't just a doer anymore. While it's easy to think you need to 'do more' to show you're worthy of your managerial position, an effective leader and coach knows how to get the job done to a high standard. That means knowing who to lean on and delegating responsibilities.

Don't fall into the habit of, "It's quicker if I just do it myself," as you'll hold yourself back and won't help your team develop. Becoming a delegator shows you trust your team and they'll be more appreciative. This level of trust can increase their morale and shows you value their input as they can work autonomously.

Remember, you were once given development opportunities to become a manager. Now it's time to return that favour.

## Throw Yourself Into Tough Situations

Conflicts, challenging assignments, short deadlines — don't shy away from these issues. You'll find yourself in high-pressure situations at some point, so tackling them early is better to effectively transition into your managerial role.

## Acknowledge Relationships That Have Changed

Becoming a leader or manager means your relationship with some colleagues or teams will change. Make the transition easy by acknowledging the relationships have changed and how they'll work moving forward as early as possible.

The conversation won't be easy if you're now going to manage a friend, but it's critical to set the boundaries right away. Arrange a meeting or a coffee, don't shy away from the topic and address what you want to discuss. Stay calm and maintain that your friendship won't change — but how you work together might.





## Build Trust

You want a happier, motivated team so they can be efficient and offer an excellent public service. Prioritise building trust to achieve this through regular one-to-one meetings, development plans and offering training opportunities.

In your new role, be as transparent as you can. [Give and receive honest feedback](#) so you can all improve. Sharing information – both positive and negative – will also encourage everyone to do the same and [communicate honestly](#).

## Find a Mentor or Coach

The problems you're likely to face as a new manager aren't new. Someone in the organisation will have been in a similar position – find them and ask if [they can coach or mentor you](#). Go to them for support or advice and learn from their mistakes so you can avoid doing the same.

## Don't Get Discouraged

The first minor slip-up might make it seem like others were waiting for you to fail. If you make a mistake, don't panic. You've been promoted for a reason and there's still much to learn. It's important to learn from the mistakes, accept feedback, ask for help, own up to errors and move forward.



# Benefits of Developing a High-Performing Team

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**In a public sector role, your actions and development don't just affect you. But to give the best service possible, you need to focus on your development as a leader and your team so they can take more off your plate. This will allow you to focus on higher-impact tasks.**

To do this effectively, you need to build a high-performing team. It's a team that works openly, collaboratively and knows how to get things done. The work practices are more effective, there's mutual respect and everybody works towards the shared vision. These attributes are common in every high-performing team.

Building this type of team isn't easy, but it's highly recommended for a new leader. It's how you'll take your team and organisation to new heights, boosting creativity, engagement and productivity. You can do this by:

- Encouraging open and honest communication – and living by this rule yourself.
- Create a stable team that will be the foundation of the group.
- Share values and ensure everyone is aligned.



These are excellent first steps into building that high-performing team. By doing so, you'll benefit from:

- ✓ A focused and engaged team.
- ✓ Everybody working towards common goals.
- ✓ A team complementing each others' skills.
- ✓ Open and honest communication with no agendas.
- ✓ Higher levels of trust, productivity, efficiency and engagement.
- ✓ Knowledge and independence.
- ✓ More flexibility.
- ✓ Allow teams to be more creative and confident.
- ✓ A better service to the public.

High-performing teams will drive you, the processes and the organisation forward. Whatever public sector organisation you work in, make this a priority and craft the team you know you need.



# Importance of Coaching and Mentoring

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**Public sector organisations always need to have one eye on the future — including how they cultivate future leadership.**

As a new manager, your responsibility is to ensure the organisation's long-term sustainability without disruption. That means becoming a coach or mentor yourself or creating a mentoring initiative that will nurture future leaders.

The statistics also suggest [coaching and mentoring are more than nice-to-have initiatives](#) within organisations.

- Mentees are [five times more likely](#) to receive a promotion than those without a mentor.
- [97% of people with a mentor](#) feel they're more valuable and highly impactful.
- [9 in 10 employees](#) with a mentor say they're happier in their careers.
- [94% of employees would stay with an organisation](#) for longer if they were given chances to grow and develop in their careers.
- [87% of mentors and mentees feel empowered](#) through their relationship and are more confident.

You can become a mentor yourself or create a coaching and mentoring initiative where individuals can learn from each other. Coaching and mentoring can significantly impact an organisation in several ways. These include:

- **Improve employee performance** as they'll pick up skills they currently lack.
- **Increase engagement** on a personal and professional level.
- **Improve relationships** by creating deeper trust and collaboration.
- **Create leaders of the future** by focusing on your existing team rather than hiring externally.
- **Deepen the organisation's internal talent pool** by upskilling people with a coach or mentor.
- **Meet expectations** as those in the public sector want to progress and stay in the long run.

Remember, mentors and coaches grow through this process, too. You have goals and objectives to hit within the organisation and coaches or mentors can help your team get there. They'll learn new skills, grow in confidence and trust the organisation wants to see them develop in their careers.

You'll keep talented individuals in the right seats and a coaching or mentoring programme will ensure the organisation will be in good hands months or years down the road.

But how do you go about creating a coaching or mentoring programme? This is an excellent initiative you could implement right away as a new leader to show the organisation how dedicated you are to developing the rest of the team.

## Step 1

### **Define the purpose:**

What do you want to achieve from coaching and mentoring? Make it easy to transition into new roles? Develop skills? Help employees with career development?

## Step 2

### **What scheme will you adopt?**

Group sessions? One-to-one? Determine what suits individual and organisational objectives and select the most appropriate.

## Step 3

### **Speak with mentees and mentors:**

Don't force it upon anybody. Let people volunteer and discuss what they need to get the most out of the sessions. By identifying the groups, you can decide who to pair to achieve the best outcomes.

## Step 4

### **Finalise the logistics:**

What's the meeting frequency? Where will they take place? How long should the sessions be? How long does the programme last? Outline all of these beforehand.

## Step 5

### **Run a pilot scheme:**

Trial the coaching and mentoring programme and explore the results before rolling it out to your team or organisation as a new manager. Use the feedback and tweak it where necessary, so it works for everyone.

## Step 6

### **Offer training:**

Training is always needed. Whether it's for mentors or mentees, make it clear [there's training available should they need it](#).

Also, make sure to evaluate the programme. As a leader, you want to ensure it's relevant to everybody and continues to offer value.



# Impact of Monitoring Staff Performance

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**Monitoring your team isn't about micro-managing or showing a lack of trust. The aim is to upskill them, help them develop and, in turn, they'll make a much bigger impact.**

By monitoring staff performance, you get to see the mistakes. It's the perfect chance to help them correct it on the spot and offer advice. This is the type of guidance teams expect from leaders – somebody who will give them excellent feedback and help them when facing challenges.

Staff monitoring also promotes healthy working relationships. Effective managers don't make a habit of pouncing on errors. Instead, they avoid inspiring fear and know when might be the best time to approach a team member. Whether it's good feedback or issues that need solving, discussing the good with the bad will create loyal relationships.

You're also in the perfect position to spot their strengths. As a leader, you'll have complete oversight of your team. By monitoring their performance, you'll realise who the high performers are and reward them while motivating others to do the same. You might also realise that by monitoring them, you can use their skills in other areas where they're better placed.

Staff monitoring can be used as a feedback tool, too. If you monitor performances, you know who deserves recognition as you have the evidence and data to back it up. This will motivate them to continue doing good work and providing an effective public service. They'll understand you're noticing their efforts and the wider impact they're having.

[91% of HR professionals](#) say recognition [positively impacts employee retention](#). This is another area where staff monitoring can help. If you're monitoring your team, you have data that suggests they deserve rewards and recognition. Doing this will ensure you keep your best people and continue having a high-performing team around you.

When you do it right, staff performance monitoring can lead to higher performance, productivity and engagement levels. As a leader, that's what you want – a high-performing team that enjoys their role, wants to keep offering the best service and is comfortable with their leader guiding them to success.





# Importance of Interpersonal Skills for Managers and Leaders

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Any successful leader needs strong interpersonal skills. People management, communication, listening, emotional intelligence — these soft skills go a long way to help you lead effectively.

They're important because these particular skills can inspire your team and bring out the best in them. Yes, hard skills like data analysis and financial management are critical — as are traditional skills like strategic planning — but these interpersonal skills separate effective leaders from the pack.

To engage, inspire and motivate your team, here are the most vital interpersonal leadership skills you should work on to become a better leader:



**Communication:** [To become an effective communicator](#), working on giving credit, speaking calmly, being respectful when disciplining team members and giving constructive criticism are all great starting points.



**Influencing:** Listening and awareness are excellent skills to help you greatly influence your organisation.



**Listening:** Go beyond regular listening and focus on non-verbal cues, body language, asking open-ended questions and showing understanding.



**Emotional awareness/intelligence:** Knowing how your team feels is critical. Don't treat them like robots; think about challenges, stress and conflict. Considering your team's emotions will increase trust and boost engagement.



**Empathy:** [In its Global Talent Trends report](#), LinkedIn says empathy will be a key business trend for the next decade. [86% of employees](#) also feel empathy is essential in the workplace. Put yourself in your team's shoes so you can understand their thoughts and feelings.



**Conflict management:** Nobody enjoys managing conflicts at work, but they're bound to crop up at some point [and People Management Institute states](#) it's a core competency for leaders. [Being assertive](#), showing empathy and knowing how to solve problems [will help you resolve conflicts and find the best outcomes](#).

## Improving your interpersonal skills isn't always easy. Here are some quick tips to get you in the correct rhythm.

Ask for feedback from your colleagues or manager.

Lean on another leadership figure for tips and advice.

Sign-up for [training](#).

Enrol on a [leadership and management course](#).

Also, make sure to evaluate the programme. As a leader, you want to ensure it's relevant to everybody and continues to offer value.

Whether you're an experienced leader, strategist or emerging manager in the public sector, all of the elements outlined in our guide will help you grow your team, organisation, operations, [team productivity](#) and process efficiency.

Even though we've equipped you with strategies and tactics you can immediately deploy to improve your skills, there's always more training and knowledge you can benefit from as you grow in your new leadership position.

**That's where our range of engaging leadership, management and strategy courses come in.**

# Leadership Courses Designed to Make You a More Effective Leader

At ModernGov, we're dedicated to creating the most engaging leadership courses possible — all designed to help you become a better leader to benefit you, your team and your organisation.

We carefully select the best and most relevant trainers for each course, so you'll always learn from someone you can resonate with and know exactly which leadership and management areas you need to upskill in.

We regularly introduce new courses to continue to meet the needs of our audience. Whether it's feedback and fresh ideas or even confidence and communication — our leadership courses are always packed with fresh ideas and approaches you'll benefit from.

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