

Understanding roles in your Big Local

**Aim: To draw out the difference between leading,
managing and doing**

WHY USE THIS TOOL?

- When the big local partnership wants to get clearer about the roles people take
- To understand who is leading in their partnership
- To strengthen working between people involved in Big Local

Preparing for the activity

1

AN EXAMPLE IN PRACTICE

Boston Big Local is going from strength to strength. But in the early days, there were significant blockages to progress, including in understanding its role and responsibilities. There was confusion and conflict over different accountabilities linked to leading the Big Local as a resident, managing the Big Local as the contracted organisation or paid worker and simply doing things for the group and wider community. A breakthrough came during a workshop when a shared understanding of these three aspects arose. The group looks back now some years later and sees how the resolution of these differences helped galvanise Boston Big Local. The activities in this toolkit are adapted from that workshop.

YOU WILL NEED



A large room
with a flipchart
stand



Flipchart pens
and paper



At least
30 mins



Don't Forget!

It is best if the content of this session remains confidential to the group. Make this clear before beginning and during. The main conclusions at the end can be used openly.

Running the activity

2

1. FORM THREE SMALL GROUPS

Each group take a piece of flipchart and write in the middle one of three words they will go on to explore: **leading, managing or doing.**

Each group now takes their keyword and writes loads of words round the edge to best describe it as fully as you can.

2. NOW POOL YOUR IDEAS

Stick the three charts up on a wall or lay them on the floor. **Ask the group:**

What are the big differences?

What do they have in common?

You can draw lines between the links and ring the stand-out differences.

3. WHAT DOES THE GROUP THINK?

Ask the group:

What do you think are the defining features of each idea?

Do you tend to agree with Boston Big Local that:

- Leading is about guiding and steering, with overall accountability and responsibility.
- Managing is about taking responsibility for things being done and being done well.
- Doing is about undertaking the tasks set by those leading and orchestrated by those managing a piece of work or project.

Reflection Activity



Looking at your own Big Local partnership, are there any useful pointers that arise?

Are you clear about who is doing what and in what capacity - whether an individual is leading, managing or doing?

Are you clear and united about your overall leadership role?

Do you have the right balance in the group? If not, how might you redress this for a healthier partnership?

Reflections and next steps

3

To CONCLUDE:

- All three areas of leading, managing and doing need to work together to create a shared vision, and to have an agreement of what needs to be done
- There needs to be effective coordination between roles
- There needs to be a distinction between each of the roles and their responsibilities
- It is vital to recruit the right people to do these different and complementary roles
- If members of your group are interested in working on their leadership skills, ask your Rep for more information about Local Trust Community leadership academy



This is one of a series of DIY tools created for the 150 communities taking part in the Big Local programme. Find out more at www.localtrust.org.uk

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