

Licence to Lead

"Cartography" – Analysing Your Unit

A major part of the first two days of this programme will be spent exploring your new role and the situation in your unit, i.e. how things are working in terms of your people, the processes, the resources, the stakeholders. The aim is to help you get a clear picture of your situation, the needs of your unit, and, consequently, what you need to focus on over the next few months. This process will also help to bring clarity to your role and to how you can add value.

We ask you to take some time and space to reflect on this prior to the first session, i.e. to undertake a mini 'audit' and map out the results: How would you describe your unit to others right now?

Use the following guidelines to draw your 'cartography':

- Take a large piece of paper (anything between an A3 sheet and a flipchart page) – it needs to be big enough to give you space to put in everything you need.
- Draw a visual representation – as complete as you can – of how you see your unit.
- Use colours and images as freely as you wish; colours, symbols and images can help you indicate e.g. which relationships work better and where there might be challenges. We are not just looking for a list of names or processes.
- You need to place yourself into your picture.

You will be having a short discussion with the facilitator of your group prior to the first session and they can also talk you through the mapping process if you wish. To help you complete your 'map' it can be useful to think about some of the following:

Your Environment <ul style="list-style-type: none">• relationship with your Director• key stakeholders• the power structure• your network• your support	Your People – and the Work <ul style="list-style-type: none">• purpose of your unit• priorities• structure of the unit• main outputs – expected results, what you need to deliver• profile of the team members• dynamics of the team – tensions / conflicts / alliances affecting the unit
Yourself and your Impact * <ul style="list-style-type: none">• How has it felt to be in charge – has it been what you expected, are there any surprises?• What are the key challenges / issues you are facing as a manager?• What are you doing differently now?• Looking back to the first week – what would you do differently if you were to start that week again?• How do you think your team / Director would describe you as a manager?• What have been your greatest achievements so far in this new role – and your greatest disappointments?• What is going well – and not so well?	

* The questions related to yourself and your impact may not be so easily captured in the 'map', but they can help plan it. In any case, the answers to these questions will be explored later in the programme.