

Market Sounding Questionnaire

Leadership Development at TfL

August 2024

1. Introduction

This Market Sounding Questionnaire (MSQ) is issued by Transport for London (TfL); it seeks to obtain market feedback in relation to the leadership development approach over the next four years at TfL. The primary focus of the MSQ is to better understand market/supplier appetite, capacity and capability, as well as perceived risks and opportunities.

1. Feedback Request

TfL would greatly appreciate your feedback in the form of a response to this questionnaire to better inform the development and finalisation of the procurement strategy.

The subsequent tender to this MSQ will be monitored by the team on **SAP Ariba** e-tendering portal, therefore early registration is highly encouraged to view and participate in all TfL opportunities.

If you need any support in registering for SAP Ariba, please see attached supplier guide or contact our SAP Ariba Supplier enablement team at:

[ariba\_supplier\_enablement@tfl.gov.uk](mailto:ariba_supplier_enablement@tfl.gov.uk)

Please submit your clarifications and final MSQ response to Hemal Patel via email: [ProcLearnDev@tfl.gov.uk](mailto:ProcLearnDev@tfl.gov.uk)

Using Email Subject Title: TfL 96910 – Leadership Development MSQ - <Organisation Name>

Responses received will be reviewed, analysed and will be taken into account when finalising the procurement strategy of TfL’s Leadership Development procurement. Responses will be treated confidentially and will not be shared externally outside of TfL and GLA.

For your feedback to be taken into account, your completed response must be received by **close of 11 September 2024.**

1. Proposals for Consideration and Feedback

**Background & scope to the project**

TfL’s success is directly linked to the effort and skills of its 26,000+ colleagues and how they deliver for our millions of customers every day, as well as preparing the organisation to meet future challenges.

TfL’s aim is to become an even better place to work, where everyone can thrive. Our leadership cadre is key to delivering this inclusive and supportive culture, helping to navigate and provide clarity within a highly complex organisation that is subject to a lot of external scrutiny.

In addition to meeting the development needs of current people leaders (managers) at all levels, we are looking at how we can support those looking for a leadership career or moving through to more senior roles.

We have a long tradition of delivering quality leadership development. Our vision now is move to a more joined up and comprehensive coverage of support across leadership levels and entry points. We want to continue to provide experiential development and look to utilise your latest thinking and techniques while embedding learning in real business & team priorities.

Reflecting on our changing culture and the requirements of people leaders, we have changed our language to describe line-managers as people leaders and established a set of people leadership expectations. Our People Leader (OPL) Principles (see appendix) are embedded in performance, recruitment, and development.

The OPL states that to be effective People Leaders they must:

1. Connect the team’s purpose with delivering TfL’s vision and values
2. Drive and inspires good performance
3. Create a caring, inclusive, safe and sustainable working environment
4. Collaborate and support others to achieve
5. Continuously develop and adapt to improve (service, team and self)

We also have a Senior Leadership Strengths model (see appendix) that outlines the key attributes of our most senior leaders to inform recruitment and development.

Both Our People Leader principles and Senior Leadership Strengths would underpin any development. In turn, any development initiatives would help embed these further through personalised, engaging and interactive experiential development.

Our Learning and Development team provide a suite of eLearning and short courses that people leaders can access around specific leadership and management topics. We are looking to enhance this leadership development suite with a more experiential and deeper learning journey.

The Leadership Development provision could consist of:

**Lot1 Senior Leadership Development** provision, including

* + Executive 1:1 coaching,
  + Senior leadership development programmes
  + Being an effective Sponsor development.
  + Moving into senior leadership development

**Lot2 First and mid-level leadership development**, including for operational leaders

* + Group coaching
  + Experiential development programmes
  + Moving into a leadership role offering
  + 1:1 performance coaching
  + Includes strategies for integrating coaching into the business through the development of an in-house cadre of qualified coaches

**Lot 3 360 feedback tool** and report administration, aligned to our leadership frameworks for leaders at all levels in the organisation

**Indicative proposed programme (subject to change)**

|  |  |
| --- | --- |
| **Indicative**  **Timeframes** | **Activity** |
| October-November 2024 | Tender window |
| March 2025 | Contracts Awarded |

**Form of Contract:**

* The contract will be between TfL and supplier(s) for leadership development services
* Suppliers can apply for one or multiple Lots

**4. Questionnaire**

As part of this market sounding exercise, TfL wishes to seek your views on the extent of your capabilities and appetite for the provision of Leadership Development Services.

TfL would appreciate your feedback in the form of a response to the following questionnaire, with the specific questions to be answered in the blank tables/boxes provided. Should you consider a particular question is not applicable to your organisation, please state “not applicable” in the tables/boxes provided.

Please note responses to the questionnaire do not form part of any formal procurement process.

Leadership Development at TfL – Market Sounding Questionnaire

Please complete:

|  |  |
| --- | --- |
| **Organisation Name** |  |
| **Company Registration Number** |  |
| **Key Contact Name** |  |
| **Email Address** |  |
| **Telephone Number** |  |

This exercise does not form part of any formal procurement process. All responses will be carefully considered but will not bind TfL/GLA to any particular approach to the procurement, nor will responses be treated as conveying any promise or commitment on the part of the respondent.

*Please limit answers to no more than 400 words per question*

Interest and capability

1. a) Please specify whether you are interested in delivering leadership development services as outlined above within TfL’s learning and development offering for aspiring and current people leaders. Please enter ‘x’ in interested lot/s below.

|  |
| --- |
| Lot 1- Senior Leadership Development  Lot 2 - First and mid-level leadership development  Lot 3 - 360 feedback tool  Not interested in delivering any of above the Lots |

b) Please indicate your reasons for your above selection.

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1. How would you support TfL to develop people leaders’ key capabilities as outlined in Our People Leaders principles (detail above) through experiential, deep dive learning?

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1. What innovative learning and development programmes have you recently designed and implemented that you are willing to share that create personalised, engaged interactive learning experiences and whether any new technology has helped support delivery (please indicate which level of leadership this was delivered for – eg aspiring, first, middle, senior leadership)?

|  |  |  |
| --- | --- | --- |
| Leadership Level | Pricing Model (face-to-face or virtual) | Programme Description |
|  |  |  |
|  |  |  |
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1. From your experience, and review of this document, what technology and innovation can you recommend to TfL to enable future leadership development interventions?

Delivery

1. a) Please tell us if you have evidence of current thinking, good practice and delivery in the following areas:

|  |  |  |
| --- | --- | --- |
| Theme | Y/N | Evidence |
| Supporting leaders to build a strong performance culture that empowers and brings their teams with them |  |  |
| Building commercial and financial thinking into decision making, particularly in a not-for-profit organisation |  |  |
| Inclusive leadership |  |  |
| A track record of high-performance delivery to aspiring, first, middle & senior leader levels at scale |  |  |

b) Based on the project delivery information outlined in the lots detailed above, please complete the table below indicating your organisations capability to deliver the activities below, and a description of what was delivered and when:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Activity** | **When was this delivered (Month:**  **Year)** | **Description of delivery** |
| 1 | Delivery of 1:1 coaching |  |  |
| 2 | Delivery of group coaching |  |  |
| 3 | Delivery of inhouse coaching provision |  |  |
| 4 | 360 feedback tool |  |  |
| 5 | Career development tools |  |  |
| 6 | Delivery of Sponsor development |  |  |
| 7 | Delivery of exec coaching |  |  |

1. What does your organisation consider to be the top risks (up to 3 in order of criticality) to the successful delivery of Leadership Development framework? What mitigating action do you think can be taken by TfL and/or suppliers?

|  |  |  |  |
| --- | --- | --- | --- |
| **Rank** | **Risk and description (up to 3)** | **Mitigation** | **Who is best placed to manage this Risk (TfL or Supplier... etc)** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |

1. Do you have any other comments regarding the proposals set out in this leadership development engagement questionnaire and/or how TfL can conduct this procurement to get best value results?

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Please email your completed MSQ by **close of Wednesday 11 September 2024** to:

## [ProcLearnDev@tfl.gov.uk](mailto:ProcLearnDev@tfl.gov.uk)

**TfL would like to thank you for taking the time to respond to this questionnaire**

Appendix



