

Leadership and management behaviours

Bold | Extra mile | Yes | One Council | Nurture | Different

Our leaders and managers should be **Bold**...
Inspiring staff to punch above their weight to realise the big ambitions we have for the borough

Going Beyond

Our leaders and managers should go the **Extra mile**...
Creating a high performing environment in which staff provide an excellent, trusted and user-friendly service

Going Beyond

Our leaders and managers should try to say **Yes**...
Promoting a 'can-do' attitude

Going Beyond

Our leaders and managers should work as **One council**...
Encouraging staff to share, collaborate and work in partnership

Going Beyond

Our leaders and managers should **Nurture** staff.
Helping staff to take pride and to realise their full potential

Going Beyond

Our leaders and managers should do things **Differently**...
Recognising we are not your average council, fostering innovation and continuous improvement

Going Beyond

The framework explained...

We expect our leaders and managers to model our 'going beyond' vision and values, through their behaviour with our staff and our customers, and to set a great example to others on a day-to-day basis by doing so.

This framework sets out those behaviours, aligning them to our organisational values. Under each value the expected behaviours are clearly set out, with examples of what great looks like, but also examples of what we don't expect to see.

The framework doesn't stand-alone. It is accompanied by a 360 degree feedback process, in which our leaders and managers will receive confidential, anonymous feedback from the people who work around them. An [example of the output](#) is shown later. Feedback of this nature will give our leaders and managers an insight into how others perceive them so that, if necessary, they can take the opportunity to adjust behaviours and develop skills that will enable them to excel in their role.

Our leaders and managers should be **Bold...**

Inspiring staff to punch above their weight to realise the big ambitions we have for the borough

Behaviour	What great looks like	What we don't expect
Motivates, inspires and enthuses others	<ul style="list-style-type: none"> Generates excitement Is passionate about success Makes work fun, uses humour Recognises and celebrates achievement Takes time to understand individual motivations Empowers others 	<ul style="list-style-type: none"> Is cynical and negative Lacks personal enthusiasm Presents mixed messages Takes little interest in others Has a demoralising approach Micro-manages, gets involved in detail
Leads by example	<ul style="list-style-type: none"> Is seen as a focal point Sets a high professional standard Demonstrates great leadership Is a positive advocate and champion Takes responsibility and is accountable Understands their own style and its impact on others 	<ul style="list-style-type: none"> Doesn't take ownership Ignores personal feedback, fails to act on it Is unpredictable Has a command / control style Doesn't tailor approach to suit audience
Promotes the council's purpose, vision and values	<ul style="list-style-type: none"> Shares how the future could be Paints a compelling picture for change Creates purpose, direction and clarity Provides others with a clear sense of direction Helps people to understand how their role contributes 	<ul style="list-style-type: none"> Doesn't relate the vision to the service Doesn't demonstrate the council values Is vague and unconvincing Complains about corporate policy and decisions Presents mixed messages

Our leaders and managers should go the **Extra mile...**

Creating a high performing environment in which staff provide an excellent, trusted and user-friendly service

Behaviour	What great looks like	What we don't expect
Helps others to understand how they contribute	Inspires and motivates others to see the bigger picture Generates ownership of the vision and values Ensures clear lines of sight between council, service and individual objectives and tasks	Fails to explain connections Doesn't share information Doesn't involve others in service action planning Cancels 1:1's and or appraisals
Helps others to recognise their performance	Praises achievement Celebrates success Rewards discretionary effort Provides constructive feedback, informally and formally Addresses problems without personalising	Adopts a blame culture Avoids dealing with issues Avoids negative feedback Is judgemental, personalises negative feedback Focuses on problems not the cause or solution
Prioritises and manages resources effectively	Sets ambitious but achievable standards, targets and expectations Plans and project manages in an effective way Continually evaluates allocation of resources Focuses on outcomes Ensures staff have time, capacity and space to deliver	Creates unrealistic expectations Doesn't recognise or deal with pressure points Is distracted by the unimportant Doesn't take time to review and learn Is disorganised personally

Our leaders and managers should try to say **Yes...** Promoting a 'can-do' attitude

Behaviour	What great looks like	What we don't expect
Promotes a customer centred ethos	<ul style="list-style-type: none"> Encourages pride in serving the council and the community Promotes the customer as the primary focus Is tuned to customers' needs, and acts on them Eliminates barriers that interfere with providing excellent customer service Is socially responsible 	<ul style="list-style-type: none"> Makes little or no effort to understand the customer perspective Takes a singular approach, fails to recognise diversity Treats customers as part of the process Doesn't analyse or act on customer feedback Doesn't go beyond the service requirements
Advocates flexibility and change	<ul style="list-style-type: none"> Embraces change as an opportunity Creates a climate where change is welcomed Builds ownership and momentum for change Is sensitive to the needs of different people Provides constructive support to help people through 	<ul style="list-style-type: none"> Has a negative attitude to change Puts up barriers to prevent / distract change Focuses on the impact on themselves not others Doesn't recognise the emotional obstacles Takes a singular approach, fails to recognise different needs
Actively breaks down barriers to delivery	<ul style="list-style-type: none"> Encourages shared problem solving Focusing on finding solutions Creates a climate where experimentation and risk is acceptable Mediates and defuses tension and conflict 	<ul style="list-style-type: none"> Hides behind rules, policy, or guidelines Finds reasons not to do things Creates conflict Focuses on problems not the solutions Is a poor mediator

Our leaders and managers should work as **One council**...

Encouraging staff to share, collaborate and work in partnership

Behaviour	What great looks like	What we don't expect
Has a collaborative style	<ul style="list-style-type: none"> Actively seeks support from others Actively consults and encourages participation Works cooperatively beyond service boundaries Focuses on joint learning and problem solving Effectively builds formal and informal networks 	<ul style="list-style-type: none"> Suggests options without seeking opinions Imposes own will without discussion Listens but does not act Takes a silo approach, concerned only with own service
Builds and manages effective relationships	<ul style="list-style-type: none"> Takes time to get to know people Is visible and approachable Take a personal interest Is respectful of people's opinions and preferences Understands individual sensitivities Is self-aware and able to adapt own style and approach 	<ul style="list-style-type: none"> Doesn't adapt style to suit audience Lacks sensitivity and tolerance Lacks self-awareness about own impact Is superficial and insincere, not really interested in people Is insular and does not get out and about or 'go back to the floor'
Creates a culture where people work together	<ul style="list-style-type: none"> Encourages others to cooperate, coordinate, and share Encourages collaboration across internal and external teams Builds cohesive teams of people within and outside their own work area Works to break down barriers to communication Contributes fully and in a meaningful way to group effort 	<ul style="list-style-type: none"> Pursues own agenda Keeps key information to themselves Takes a silo approach Doesn't deliver own actions Doesn't contribute meaningfully

Our leaders and managers should **Nurture** staff...

Helping staff to take pride and to realise their full potential

Behaviour	What great looks like	What we don't expect
Promotes and supports the development of others	<ul style="list-style-type: none"> Takes an active part in people's learning and development Takes time to understand an individual's competence and capabilities Encourages through clear and constructive feedback Makes learning explicit at every opportunity 	<ul style="list-style-type: none"> Doesn't make time for learning or training Puts up barriers to development opportunities Doesn't encourage knowledge building or sharing Does not give effective, timely constructive feedback Doesn't forward plan to establish future skills needs
Encourages others to realise their own potential	<ul style="list-style-type: none"> Understands people's aspirations and how to help them achieve their goals Provides opportunities for people to test their skills and practice learning Delegates interesting and stretching work to develop potential Allows space and freedom for people to do things their own way 	<ul style="list-style-type: none"> Doesn't delegate stretching / challenging tasks Doesn't allow others the freedom to act Wants things done their way Doesn't give others responsibility or empowerment Discourages personal growth Doesn't seek training for themselves Makes little effort to learn new skills themselves
Coaches and mentors effectively	<ul style="list-style-type: none"> Encourages others to think for themselves and find their own solutions Helps others to see how their goals and aspirations can be realised Shares own knowledge, learning and experience to help others Listens actively and builds rapport 	<ul style="list-style-type: none"> Takes over, does the talking Shifts the focus to themselves Listens but fails to act Breaches confidences

Our leaders and managers should do things **Differently...**

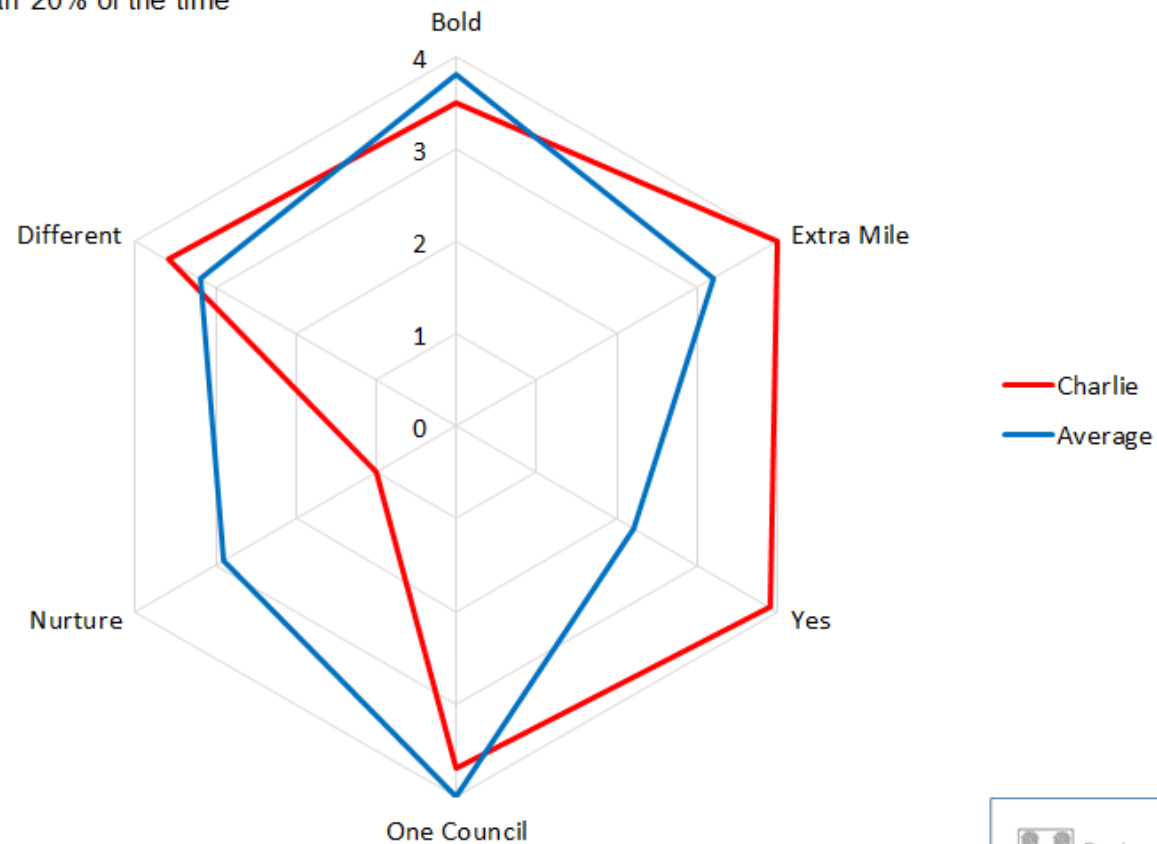
Recognising we are not your average council, promoting innovation and continuous improvement

Behaviour	What great looks like	What we don't expect
Challenges the status quo regularly and constructively	<ul style="list-style-type: none"> Asks 'why', 'what if' and 'what can we learn' Continually questions, challenges and reviews current practice Encourages people to find, suggest and try new approaches Promotes change as an opportunity Is prepared to take calculated risks, and manages them effectively 	<ul style="list-style-type: none"> Regards the status quo as acceptable Does what has always been done Is risk averse Discourages change Is inflexible
Champions and advocates innovation	<ul style="list-style-type: none"> Seizes the initiative Creates time and space for collaboration, creativity and innovation Seeks the views of others and invites their perspective Is inquisitive, seeking constant improvement Is open to suggest to improve delivery and outcomes 	<ul style="list-style-type: none"> Lacks personal initiative Has a closed mind Blocks / dismisses ideas and creativity Prefers the traditional approach Imposes own preferred solutions
Has a clear focus on the future	<ul style="list-style-type: none"> Understands the local, regional and national environment and its impacts Forecasts and acts on opportunities and risks to the service Searches proactively for best practice Seeks to identify and act on trends Understands where and when support is needed and makes it happen 	<ul style="list-style-type: none"> Has a short-term focus, doesn't horizon scan Out of touch with new developments and best practice Feels they know best and there is nothing to learn Maintains an outdated and traditional approach

Example 360 degree output

Mock up of 360° review summary output, based on respondents indicating the extent to which they have seen the individual they are reviewing demonstrating 'what great looks like', based on the following range:

- Always - between 100% to 80% of the time
- Frequently - between 80% to 60% of the time
- Sometimes - between 60% to 40% of the time
- Rarely - between 40% to 20% of the time
- Never - less than 20% of the time



Mock up of more detailed output from the 360° review, based on respondents indicating the extent to which they have seen the individual they are reviewing demonstrating 'what great looks like, based on the range 'Always', 'Frequently', 'Sometimes', 'Rarely' or 'Never'

