

## Leadership Expectations

<b>Culture (How we work with others)</b>	<b>Innovation (How we transform/improve what we do)</b>	<b>One Team (How we lead and work across organisational boundaries)</b>	<b>Thinking Ahead (How we develop a sustainable approach)</b>
<p><b>Intro paragraph:</b> We must reflect the organisation's values in our behaviours day in, day out and support our teams to do the same.</p>	<p><b>Intro paragraph:</b> We must challenge our thinking and look for new ideas and solutions from everywhere to transform what we do and get the best possible public value.</p>	<p><b>Intro paragraph:</b> We must work in a truly networked way, building strong relationships, partnerships and alliances with others.</p>	<p><b>Intro paragraph:</b> We must understand that we are in uncertain times and deliver services which meet residents' needs now and in the future.</p>
<p><b>Our leaders will:</b></p> <ul style="list-style-type: none"> <li>• Set clear and explicit performance expectations.</li> <li>• Be a positive role model of our values and behaviours.</li> <li>• Care about their team and make it easy for them to succeed.</li> <li>• Inspire, empower, coach and trust teams to get the best out of them.</li> <li>• Challenge poor behaviour where necessary.</li> <li>• Make time to listen to others and take account of their views.</li> <li>• Recognise and celebrate achievement.</li> </ul>	<p><b>Our leaders will:</b></p> <ul style="list-style-type: none"> <li>• Take courageous decisions balancing risk with benefit for greater good</li> <li>• Encourage their teams and colleagues to come up with ideas for improvement and trust them to put them into practice.</li> <li>• Continuously improve the way we deliver services by reviewing regularly.</li> <li>• Involve colleagues and residents who have the skills to create better services together.</li> </ul>	<p><b>Our leaders will:</b></p> <ul style="list-style-type: none"> <li>• Understand the wider system within which they work</li> <li>• Listen to others' perspectives and build trust and mutual respect.</li> <li>• Put themselves in other people's shoes to understand the challenges they face.</li> <li>• Use the power of conversation to work up solutions together.</li> <li>• Bring people from multiple backgrounds together around a common moral purpose.</li> </ul>	<p><b>Our leaders will:</b></p> <ul style="list-style-type: none"> <li>• Develop strong strategic networks</li> <li>• Set a clear direction and explain how success will be measured.</li> <li>• Regularly check we are going in the right direction.</li> <li>• Consider changing the way we do things, if the evidence shows it will result in wider benefits.</li> <li>• Listen to the voices and choices of colleagues, customers, residents and partners to come up with new ways of delivering our services.</li> </ul>
<p><b>To take forward to behaviours framework review:</b></p> <ul style="list-style-type: none"> <li>• Ask for feedback from others to understand your personal impact.</li> <li>• Take time to understand the strengths and development areas of your teams.</li> <li>• Develop an environment for creativity and innovation to thrive.</li> </ul>	<p><b>To take forward to behaviours framework review:</b></p> <ul style="list-style-type: none"> <li>• Experiment sensibly with new and creative approaches.</li> <li>• Embrace the opportunities presented by digital technology to work, share and lead in new ways.</li> </ul>	<p><b>To take forward to behaviours framework review:</b></p> <ul style="list-style-type: none"> <li>• Encourage and enable your teams to develop and work across appropriate networks.</li> </ul>	<p><b>To take forward to behaviours framework review:</b></p> <ul style="list-style-type: none"> <li>• Be aware of the political context you work in.</li> <li>• Be responsible for developing your own skills and knowledge of systems working, what they are, how they operate and the values and behaviours required to be successful.</li> </ul>

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