

**Surrey County Council**

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# Leadership expectations guide

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# NARRATIVE FOR LEADERSHIP EXPECTATIONS

**All public services, including Local Authorities, are facing hugely challenging times with unprecedented changes to the way we deliver services. This provides us with real opportunities as an organisation, to shape our culture and approach and ensure we are fit for the future.**

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**Our leaders play a vital part in the delivery and innovation of our services, as well as the motivation and morale of our colleagues.**

**In order to deliver successfully, our leaders said they needed a clear set of expectations to continue to deliver an excellent service to our residents. We are really pleased to have these clear standards for leadership at Surrey that will help us succeed now and in the future.**

**These four leadership expectations are for anyone in a leadership or management role at Surrey County Council.**

## **How to use the expectations:**

We are all clear about the values and behaviours that underpin our approach as an organisation. These leadership principles help us be clear about the way in which leaders are expected to carry out their responsibilities, and they can support leaders to develop their skills.

You can work towards these expectations by role-modelling our behaviours and developing yourself in leadership and management skills. Grow your self-awareness and access the right leadership development for you and your service.

A self assessment questionnaire is available to help our leaders assess their strengths and areas of development against these expectations. This can form a part of your ongoing learning and development, your 1-2-1s with your manager and team members, and your appraisal. Search for 'Leadership and Management Development' on s-net.

# LEADERSHIP EXPECTATIONS DIAGRAM





# CULTURE

HOW WE WORK WITH OTHERS

**We reflect the organisation's values in our behaviours day in, day out and support our teams to do the same.**

## **Our leaders will:**

- › Set clear and explicit performance expectations.
- › Be positive role models of our values and behaviours.
- › Care about their team and make it easy for them to succeed.
- › Inspire, empower, coach and trust teams to get the best out of them.
- › Challenge poor behaviour where necessary.
- › Make time to listen to others and take account of their views.
- › Recognise and celebrate achievement.



# INNOVATION

HOW WE TRANSFORM/IMPROVE WHAT WE DO

**We challenge our thinking and look for new ideas and solutions from everywhere to transform what we do and get the best possible public value.**

## **Our leaders will:**

- › Take courageous decisions balancing risk with benefit for greater good.
- › Encourage their teams and colleagues to come up with ideas for improvement and trust them to put them into practice.
- › Continuously improve the way we deliver services by reviewing regularly.
- › Involve colleagues and residents who have the skills to create better services together.



# ONE TEAM

HOW WE LEAD AND WORK ACROSS ORGANISATIONAL BOUNDARIES

**We work in a truly networked way, building strong relationships, partnerships and alliances with others.**

## **Our leaders will:**

- › Understand the wider system within which they work
- › Listen to others' perspectives and build trust and mutual respect.
- › Put themselves in other people's shoes to understand the challenges they face.
- › Use the power of conversation to work up solutions together.
- › Bring people from multiple backgrounds together around a common moral purpose.



# THINKING AHEAD

HOW WE DEVELOP A SUSTAINABLE APPROACH

**We understand that we are in uncertain times and deliver services which meet residents' needs now and in the future.**

## **Our leaders will:**

- › Develop strong strategic networks.
- › Set clear direction and explain how success will be measured.
- › Regularly check we are going in the right direction.
- › Consider changing the way we do things, if the evidence shows it will result in wider benefits.
- › Listen to the voices and choices of colleagues, customers, residents and partners to come up with new ways of delivering our services.

# FOUR WAYS TO APPLY THE 2017 LEADERSHIP EXPECTATIONS

## To develop yourself

Familiarise yourself with the 2017 SCC Leadership Expectations and the SCC Behaviours framework. For each of the expectations honestly answer the following questions:

- › How often do I do this?  
Am I a positive role model?
- › Would my team say this is an area of strength for me?
- › Do I have a plan and the right environment in place to meet this expectation?
- › Is this one of my priority areas for development?

### Next Steps:

1. Design your leadership development plan (in appraisal) – note both areas of strength and development – prioritise 2-3 areas of focus
2. Search the 2017 Leadership and Management programme for your development options.

**Top tip!** Ask your line manager or a trusted colleague to coach you through this reflection!

## To develop other leaders

Use the leadership expectations in your 1:1s with all your direct reports.

### You can do this in two ways:

1. Encourage each of your direct reports to complete the self-development activity before your 1:1 (either with you or with a colleague). Coach them on the outcome, identifying development needs, record it and review it regularly.
2. Take one expectation per month as a theme. Coach each leader to identify ways they will role model the expectations and create the environment for people to thrive.

**Top tip!** Use your development plan as an example to your team, creating wider context and discuss the impact of individual development on the success of the service.

## To develop your leadership team

Use the expectations to have a series of future focused team discussions.

- › Identify one thing from each expectation for your leadership team to prioritise this year
- › Then focus on one per month e.g. Have Culture month then Innovation month and so on
- › Engage and involve your teams

### Next Steps:

1. Take ownership
2. Take Action
3. Reflect and review and continuously improve

**Top tip!** Anyone in your leadership team could suggest and run this activity. Why not encourage each other to develop facilitation skills and lead this activity.

## To develop aspiring leaders

To support succession planning and career development within your team use the expectations with non-leaders who are keen to progress.

### You can do this by:

1. Ask your aspiring leaders to talk to you about what the expectations mean to them and mentor them with examples from your experience
2. Use the leadership expectations to identify new and challenging work you may be able to give aspiring leaders to support their experience and development into a new role, e.g. inducting new starters, buddying, shadowing

**Top tip!** Encourage them to record a learning journal to reflect on their experiences and put them in a good position for when a new role comes up.