

VALUES & BEHAVIOURS

FOR PEOPLE MANAGERS

I WILL

I WON'T

FLEXIBILITY

- Give people the space and time to grow, develop and seek promotion
- Keep my people informed and updated, especially in times of change
- Seek and learn from feedback about my management style

- Exclude staff from meetings or decisions that impact on them
- let the skills and knowledge of myself and my team slip
- neglect the wellbeing and work life balance of myself or of my team

INNOVATION

- Take time to clarify an issue or opportunity and then drive creative changes and solutions
- Seek and listen to bottom up ideas
- Check that ideas are realistic and achievable
- Encourage people to experiment and try new ways of doing things

- Treat any idea as a silly idea
- Accept my team "staying the same" because they've always done it that way
- Hide mistakes under the carpet

RESPONSIBILITY

- Make timely decisions and be accountable for them
- Lead by example and role model positive behaviours
- Make sure that decisions are made by people closest to the customer or problem
- Always be timely in giving constructive feedback and coaching

- Shirk my responsibilities as a leader, manager or supervisor
- Allow my staff to side step responsibility
- Ask people to do things I know they are not capable of

SERVICE

- Encourage my staff to share their concerns
- Seek feedback from my people, and customers and act upon it
- Be clear in my directions, communicate the priorities and explain the reasons why
- Identify, coach and build on people's strengths

- Ignore the voices of those who are quieter or more challenging
- Ignore a request for my help
- Allow unrealistic expectations or priorities to go unchallenged or unmanaged.

TEAMWORK

- Make time for my team and individuals
- Ensure that all my team are heard and respected
- Treat my team and individuals fairly
- Be my team's champion
- Act in the best interests of the whole council - adopting a "one team" approach

- Allow bullying or negative behaviour in my team
- Micro manage people
- Just work independently as the manager of the team rather than as part of the team

VALUES & BEHAVIOURS

FOR EVERYONE

I WILL

I WON'T

FLEXIBILITY

- Actively participate in and contribute to change
- Seek to understand and speak positively about changes
- Continue to learn and improve for the benefit of myself, my team and my customer
- Be flexible at work and willing to try new things
- Listen to others' opinions without judging

- Say 'that won't work, we've tried that before' and then do what I've always done
- Say 'it's not my job' or just moan
- Give up when things don't go as I planned

INNOVATION

- Regularly and positively challenge myself and others about the way we do things
- Ask curious questions
- Work collaboratively to solve problems
- Constantly look for new ways of working
- Take a risk and make a suggestion

- Ignore something or say nothing when something seems wrong
- Dismiss or be negative or overly critical of new ideas
- Just deliver something because that is what we have always done

RESPONSIBILITY

- Be honest and realistic about what is achievable and seek to exceed wherever I can
- Keep my word and do what I say I am going to do
- Be responsible for my own behaviours and actions
- Always strive to be the best I can, asking for help if I need it
- Own up when things go wrong

- Make promises I can't keep or just not deliver on them
- Fob people off
- Blame others - pass the buck

SERVICE

- Deliver the very best service I can to my customers, my colleagues and our partners, constantly, responsibly and reliably
- Actively listen to people and take their opinions into account before I respond appropriately
- Seek and value feedback and act on it
- Constantly look for ways to help and support others
- Put myself in other people's shoes

- Assume I know what people want and act on my assumptions
- Ignore the concerns and needs of others
- Keep information, advice and ideas to myself

TEAMWORK

- Take time for people, be mindful of them and my impact on others
- Value individuals' strengths and differences and treat others as equals
- Actively encourage and support people to get involved and collaborate, both in my team and across others
- Be open, honest, friendly and respect others
- Thank and praise people for a good job done

- Ignore or put down any member of my team or others, especially if they are struggling
- Turn a blind eye to poor behaviours or unacceptable language
- Take credit for other people's work

VALUES & BEHAVIOURS

FOR MEMBERS

EXPECTED BEHAVIOUR

I WILL

FLEXIBILITY: adaptable, open to learning and resilient

- actively participate in and contribute to change
- listen and engage with others' opinions
- be open to new opportunities and personal development

PROBLEM BEHAVIOUR

I WON'T

INNOVATION: creative, challenges convention and always looks to improve

- regularly and positively challenge myself and others about the way we do things
- ask searching questions in a polite and respectful manner
- work collaboratively to solve problems
- encourage new conversations about what might be possible
- have a closed mind
- ignore my own emotions and well-being
- give up when things don't go as planned
- ignore wrongdoing
- dismiss or be negative of new ideas

RESPONSIBILITY: delivers on promises, efficient and has integrity

- be responsible for my own behaviours and actions
- keep my word and do what I say I am going to do
- always strive to be the best I can, asking for help if I need it
- make promises I can't keep
- blame others or pass the buck
- expect officers to reply to emails outside of working hours

SERVICE: listens, quality and reliability enables others

- treat others as I would expect to be treated
- actively listen to people and respond appropriately
- seek and value feedback and act on it positively
- deliver the very best service I can to my constituents, my colleagues and our officers
- be publicly positive about services that are delivering high quality service
- assume I know what people want and act on my assumptions
- ignore the concerns and needs of others
- keep information and ideas to myself
- be critical of officers in the press or social media
- forget that officers have no right of reply

TEAMWORK: respect and inclusivity, contributes to team, leadership at all levels

- take time for people, be mindful of my impact on others
- value individuals' strengths and differences and treat others as equals
- actively encourage and support people to get involved and collaborate, both in my party and across all boundaries
- be open, honest, courteous and respect others
- thank and praise people for a job well done
- ignore or be personal about others when putting forward an opinion
- turn a blind eye to poor behaviours or unacceptable language
- micro manage officers
- try to ambush officers with unexpected questions in meetings