

Malvern Hills and Wychavon District Council

Our leadership behaviours



Our values

What we stand for

**Great
customer
service**

**Openness
and accountability**

**Innovation and
improvement**

**Fairness
and respect**



Leads



Behaves as a role model for the council's values and standards

- Is forward thinking and plans ahead
- Delivers on promises and personal commitments
- Offers feedback to improve performance/behaviour
- Acknowledges the efforts and contributions of others
- Takes personal accountability for own results; admits own mistakes and learns from them
- Leads by example, treating people as he/she would want to be treated
- Challenges the 'status quo' and constantly seeks to overcome blockers/barriers
- Demonstrates political awareness and sensitivity
- Seeks feedback to improve own performance/behaviour
- Holds others to account and swiftly addresses under-performance
- Challenges behaviour that is not in line with the organisation's values

Inspires



Creates an environment where others want to and can succeed

- Is aware of own impact and sets a positive, inspiring example to team
- Sets stretching goals, vision, direction and priorities for his/ her team and/or the organisation
- Aligns team around common objectives and ensures everyone is committed to achieving them
- Is sensitive to the mood/morale of the team and responds appropriately
- Generates a sense of energy and focus and momentum
- Stays calm under pressure
- Is visible and approachable; sincere and genuine
- Acts with a positive intent for the council and its customers
- Leads others positively and effectively through change

Communicates

Helps others be their best by showing genuine interest in them, sharing openly and listening with intent



- Is open, honest and transparent with messages
- Communicates with compelling arguments or stories
- Shows empathy to others with own words and behaviour
- Communicates the right messages to the right people in an engaging and timely manner
- Tailors message to suit the person, situation and environment
- Gives people their full attention and actively listens to/ values their opinions and ideas
- Creates opportunities to have honest and open discussion, ensuring everyone's voice is heard

Collaborates

Works together across boundaries to achieve the best for customers, the community and each other



- Sees things from different people's perspectives
- Is prepared to make decisions for the best of both councils
- Encourages collective responsibility for team results and decisions
- Ensures agreed actions are implemented once a collective team decision has been taken
- Works effectively across both councils
- Builds and maintains effective relationships
- Works hard to create and maintain a climate of trust with others
- Seeks opportunities to develop and promote cross-team working
- Devotes time to understanding others and their roles
- Has the business/customers at the heart of their decision making

Empowers

Trusts others and helps them to perform at their very best, all of the time



- Takes time to improve/develop others, sharing own experience and knowledge freely
- Sees self-development as a priority
- Actively seeks input on new initiatives, ways of working and problem solving
- Encourages team members to take action, make decisions and learn from their mistakes
- Trusts their team members and allows them to work independently, staying out of unnecessary detail
- Uses a coaching approach to support colleagues in achieving team and personal objectives



Developing yourself



- Take on a new project outside of your 'comfort zone'
- Self-coach
- Seek out a coach and be a coach to someone
- Learn a new skill
- Learn a new language, hobby or instrument
- Work with school leavers, become a mentor to them
- Set yourself daily challenges, do something every day that stretches you a little bit
- Work in the community
- Watch a TED Talk www.ted.com
- Read a book, here's a few of our personal favourites
 - **How to ride a giraffe**
John Timpson (Empower)
 - **Chicken soup for the soul**
J Canfield and MV Hansen (Inspire)
 - **Time to think**
Nancy Klein (Communication)
 - **7 habits of highly effective people**
Stephen Covey (Leadership)
 - **Turn the ship around!**
L. David Marquet (Collaborate)
- Find a subject you want to know about and dive into the internet
- Follow inspirational leaders on LinkedIn or Twitter
- Sign up to the Rambutan newsletter: it's full of top tips, blogs and stuff to help you be a better leader
- Find a mentor and mentor others
- Take on a role swap
- Get back to the floor and see the world through the eyes of a member of your/ someone else's team
- Invite another person to observe you and give feedback
- Ask for feedback at every opportunity
- Shadow someone who has a skill or behaviour set you want
- Work with children
- Help out in the community

