

Values and behaviours – managers' toolkit



Ambitious



Inclusive



Collaborative



Accountable



Trustworthy

About this toolkit

As a people leader you are responsible for leading and managing an individual or team of people and the quality of the service they deliver.

The way you lead and develop your team members will make a difference to how they feel about their role and their ability to demonstrate our new values and behaviours. Your leadership will also set the tone and help to create conditions for a positive workplace culture that is focused on delivering high-quality services.

People leaders play a central role in the health and success of our organisation, by creating a positive environment so their people feel engaged and are focused on delivering for others.

With the launch of our new Values and Behaviours Framework, this toolkit is designed to help people managers live our values and challenge others to do the same, developing diverse and effective teams, and embracing working methods that allow us to work as productively as possible.



LOVE
LEWISHAM
 Live Our Values Every day

Our values and behaviours



Ambitious

- We're here for the people of Lewisham.
- We actively seek and adopt innovative solutions, working together with them in partnership to improve the services we provide.
- We put ourselves in their shoes, remembering that every individual is different, and every interaction is an opportunity to make a difference.

We are living this value when we:

- take active steps to understand what our residents and colleagues need, working as 'one council'
- keep asking "how will that make things better for residents?"
- challenge the status quo, constantly looking to improve things and to do things better, and more cost-efficiently
- take measured risks based on a clear assessment of the situation

We are not living this value when we:

- impose our own ideas/solutions on residents and colleagues without consulting them
- focus on our own or the Council's interests, not those of residents
- work the same ways we've always done and follow processes unthinkingly, without trying to improve them

Our values and behaviours



Inclusive

- We create an inclusive environment, where everyone feels safe to contribute their own unique perspective and outlook and fulfil their potential.
- We treat people fairly and equitably, nurturing a respectful, listening culture where people feel they belong, can challenge the status quo, share their ideas, and together identify new ways of doing things.

We are living this value when we:

- involve people in decisions that affect them
- constructively challenge unacceptable behaviour, processes and procedures that have adverse impact: speaking out as necessary
- look to ensure fairness and respect for all residents and colleagues
- see things from other people's points of view

We are not living this value when we:

- take decisions that affect people, without talking things through with them
- stay quiet when we witness behaviour that's unacceptable
- insist on seeing things from our point of view because we think we're right

Our values and behaviours



Collaborative

- We work together across disciplines, roles and communities to tap into everyone's insights, skills and experience.
- We look to unlock the problem-solving power of diverse thinking and approaches, wherever they come from, co-producing solutions and ideas.
- We are flexible and ready to adapt, to improve the services we provide.

We are living this value when we:

- work in partnership with others to achieve better results than we could by ourselves
- invite contributions from others, to improve thinking, solutions and ideas
- reach out to build relationships outside our own areas
- consider the impact of our decisions on others

We are not living this value when we:

- work in silos and insist on doing things by ourselves when it would help to involve others in generating ideas or solutions
- take decisions without considering how they might affect other people
- get adversarial, protecting our own team/area's interests, budget, etc, when other areas could be involved

Our values and behaviours



Accountable

- We are willing to stand up and be counted, every day.
- We use our initiative and take responsibility for getting things done as efficiently and effectively as possible.
- We take ownership for our individual performance and contribute to continuous improvement.
- We have the determination and persistence to ensure we deliver, through thick and thin, to consistent high standards.

We are living this value when we:

- follow through, to ensure issues and problems are resolved
- give and seek feedback, and using mistakes as an opportunity to learn and do things better
- are clear about what can be done and when, and what we cannot do and reasons why, or alternatives
- take active steps to ensure we meet deadlines and deliver what we promise

We are not living this value when we:

- don't follow up on a task, issue or problem we've taken on, because we assume it's someone else's responsibility, or because we want to do something else that we prefer
- say yes to something, to please others or get them off our back, when we know we may not be able to do it in time, or afford it
- blame other people for mistakes, or finger-point, rather than own up, or look for the root causes

Our values and behaviours



- We demonstrate integrity and do the right thing, even when we find it difficult.
- We are transparent and straightforward, taking responsibility for our actions.
- We are open about our motivations and clear about the rationale and evidence for our decisions, demonstrating understanding, compassion and care.

We are living this value when we:

- do what we say we will, and complete it when we said
- are open and honest, demonstrating compassion and understanding
- do the right thing, even when we personally find it difficult
- explain the data and rationale behind our decisions and actions

We are not living this value when we:

- say yes to too many things, so we can't deliver in time everything we promised
- back off from the conversations we should have, or the actions or decisions we should take, because we want to avoid potential confrontation
- deliberately hide our motivations, keep our personal agenda hidden, or don't give the reasons for our decisions or behaviour

1. The importance of our new behaviour framework

How you lead and manage your people from the moment they join your team can make a big difference to them and to the people to whom they are providing services.

The essentials

People managers are essential to our journey of embedding culture change into the DNA of the organisation.

The new framework sets out the behaviours which Lewisham colleagues must have to be able to perform effectively at work and will form a 'golden thread' that will weave through all services to create consistency.

Our values – are an integral part of who we are and guide us in the decisions and choices we make. Whilst objectives and job/role accountabilities focus on **what** we do, the behaviours focus on **how** we do it.

As well as modelling the generic behaviours our leaders will be expected to demonstrate these additional behaviours:

Inspire

Building trust and use a flexible and adaptive leadership style to inspire individuals and teams to deliver high performance outcomes; celebrating successes large or small; ensuring visibility and accessibility.

Empower

Empower individuals and teams to take the initiative and to act. Supporting people to develop their talents and foster an inclusive culture.

Innovate

Drive continuous improvement and innovation. Challenging self and others to look beyond the organisation for ideas and solutions.

Given there are around 200 different occupations and disciplines within the Council, different levels of emphasis will be placed on particular values and behaviours. Your role is to determine what they mean for your part of the organisation and how that impacts how you live our values every day.

2. Leading from the front – your role in role modelling the behaviours

As a people leader, you have an essential role in setting the tone and modelling these behaviours.

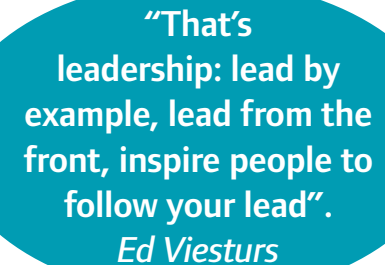
The essentials

People develop by observing the behaviour of others and copy them.

Behaviours tend to “trickle down” so your team members will take their cue from you. If you demonstrate and model the strong qualities of our new behaviours, you will encourage your team members to behave in a similar way.

Eight ways to become a role model:

- Present a positive attitude
- Earn and build trust
- Exhibit integrity
- Lead and inspire
- Make time for your people
- Learn about your people
- Offer support, encouragement and appreciation
- You seek feedback on your own behaviour and encourage positive challenge when you do not demonstrate the values and behaviours you are expecting of others.



“That’s leadership: lead by example, lead from the front, inspire people to follow your lead”.
Ed Viesturs

3. How to recognise your people doing good work

Enabling high performance is at the heart of being a successful people leader. By recognising your people doing good work you validate their efforts and show that you care.

The essentials

Happy employees are more productive. Being recognised gives your people the feeling of increasing competence/mastery in their role and that they belong.

- When you recognise your team members, you show them that you value their input and help them to understand that their work has a significant impact on the services we deliver to our residents.
- Showing recognition for employees when it is due can inspire other team members to replicate the achievement or behaviour being rewarded.

- You don't have to wait for formal occasions such as staff awards, you can do it informally through one-to-ones and team meetings.
- The importance of employee recognition is high, impacting engagement, retention, and performance.
- One of the biggest motivators for employees is to be held in high esteem by their peers. The best way of earning this respect is by being acknowledged for being good at what they do.


- Recognition must be timely, specific, relevant to the individual, inclusive, and objective. It can be done via:
 - Viva Engage
 - an individual or a public email (i.e., copied into senior managers)
 - via a newsletter or a team meeting
 - or simply saying a personal 'thank you!'

4. Feedback tips

We all need people who will give us feedback as that's how we improve. Therefore, effective feedback is critical when leading and managing your people.

The essentials

- Regular one-to-ones based on open and honest conversations will help you progressively get to know your team members and develop your working relationships. This way you will be able to recognise any changes in their behaviours and their performance at an early stage.
- Giving feedback can be challenging, especially if you notice behaviour that needs changing.
- Constructive feedback, given effectively, can build trust, enrich team dynamics and can bring everyone's performance to a higher level.
- Feedback works when both parties are prepared to play their part in the exchange and take action based on it.
- The BIND feedback tool as used in the Appraisal training can help make both positive and constructive individual feedback more impactful.
- When giving feedback to your team, remember this is new for them too!
- You might find this video useful 'the secret to giving (and receiving) great feedback'
- There are many learning resources to support you on the Learning Academy
- Remember, there is no failure - only feedback!



**"Feedback is
the breakfast of
champions".**
Ken Blanchard

Don't try to eat the elephant all at once!

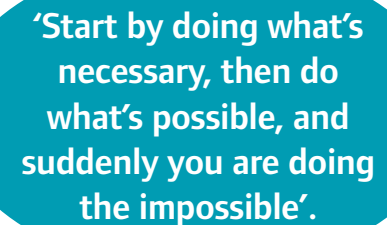
The journey of a thousand miles begins with one step – Chinese proverb

The essentials

Change doesn't happen overnight but through consistent and determined efforts. This is where the influence of a quality leader of people can be most effective – encouraging a team to keep going even when the going seems tough.

- Even an enormous goal can be achieved if you take a little step at a time. Bit by bit, you will make what seemed impossible, possible.
- Don't expect everything to change overnight as the previous values were in place for more than 15 years.
- If you feel overwhelmed, it helps to remember to take your commitments and actions and break them into bite size goals.
- Look for quick wins that can accelerate change and build momentum.
- Each time you reach a milestone, celebrate it!
- Acknowledge your progress and channel that positive energy into taking the next bite.
- Keep connected to people who inspire, encourage, and challenge you.
- Trust the process by focusing on the experience that you want to have and making choices based on your goal. That way you can ensure that you are moving towards your objective, even if things look differently than you anticipated.

This quote from Francis of Assisi sums up how to eat an elephant:



'Start by doing what's necessary, then do what's possible, and suddenly you are doing the impossible'.

In summary

What are we expecting of every leader and people manager every day?

LOVE
LEWISHAM
Lead **O**ur **V**alues **E**very day



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Inclusive



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Trustworthy