

Our Leadership Framework

October 2020

Introduction	2
Our Values and Behaviours	3
Dedicated	4
Respect	5
Ownership	6
Curious	7
Collaborative	8
Leadership Behaviours	9
Operating with a strong results orientation	10
Solving problems effectively	11
Supporting others	12
Seeking different perspectives	13
Leadership Qualities	14



Introduction

Although every day is different, we all come to work for the same thing: to serve the city, its communities and our citizens. Making a difference is our ‘business as usual’.

The Mayor has set out his vision for the difference we will make to the city. Whatever job we have, we are all here to make that vision a reality.

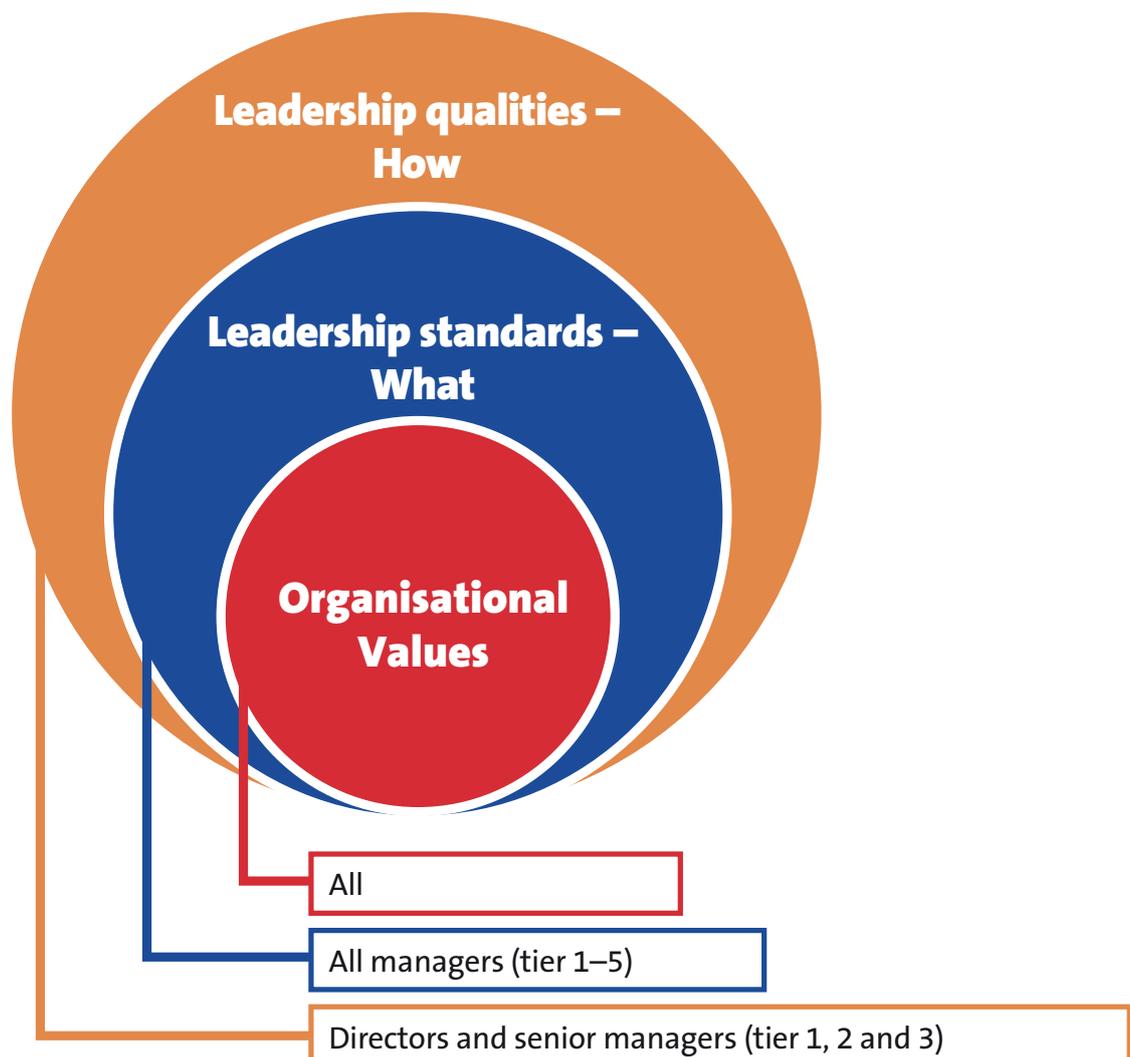
How we achieve our vision is as important to us as the vision itself. We are defined by how we behave and what we do, so this must be driven by clear values and behaviours that we all share.

Our Leadership Framework sets this out in more detail, outlining the expectations we have of each other.

It is in three parts:

- Values and Behaviours define what we stand for and how we work with each other;
- Leadership Behaviours set out our expectations of managers and aspiring managers for how they lead their teams;
- Leadership Qualities are the attributes we expect our senior leaders to embody in order to achieve our vision.

This Leadership Framework will be used to shape our approach to performance management; spotting and developing talented colleagues and helping us to recruit new colleagues who will share our values.





Values and Behaviours define what we stand for and how we work with each other.

We are
Dedicated

We show
Respect

We take
Ownership

We are
Curious

We are
Collaborative

Dedicated



We strive to make a difference

- We are clear about what we are here to do
- We are enabling and work with citizens, partners and stakeholders to make things happen for Bristol
- We are committed to wellbeing and create a workplace that everyone can enjoy

Respect



We treat each other fairly

- We are caring and gracious
- We treat each other with dignity and stand against discrimination, bullying and harassment
- We include each other and value difference

Ownership



We accept personal accountability

- We are trustworthy and take responsibility for how we act
- We persevere and ask for help if we need it
- We are given opportunities to lead and help others do the same

Curious



We ask questions and explore possibilities

- We believe that there are always opportunities to do things better
- We are bold and not afraid to try new things
- We take time to ask questions and learn from what we have done

Collaborative



We come together to reach shared goals

- We take personal and collective responsibility for finding the answers
- We ask for other perspectives and respect different opinions
- We make connections and take opportunities to work together

Leadership Behaviours

Leadership Behaviours set out our expectations of managers and aspiring managers for how they lead their teams.

Leadership is about not only developing and communicating a vision and setting objectives but also following through to achieve results. Leaders with a strong results orientation tend to emphasise the importance of efficiency and productivity and to prioritise the highest value work.

Operating with a strong results orientation

The process that precedes decision-making is problem-solving, when information is gathered, analysed and considered. This is deceptively difficult to get right, yet it is a key input into decision-making for major issues as well as daily ones.

Solving problems effectively

Supporting others

Leaders who are supportive understand and sense how other people feel. By showing authenticity and a sincere interest in those around them, they build trust and inspire and help colleagues to overcome challenges. They intervene in group work to promote organisational efficiency, managing people's energy by giving them ways to contribute, rather than passively 'waiting and worrying'.

Seeking different perspectives

This trait is conspicuous in leaders who monitor trends affecting organisations, grasp changes in the environment, encourage employees to contribute ideas that could improve performance, accurately differentiate between important and unimportant issues, and give the appropriate weight to stakeholders' concerns. Leaders who do well on this dimension base their decisions on sound analysis and avoid the biases to which decisions are prone.

Operating with a strong results orientation

What is it?

- Supporting individuals and teams to take responsibility for results.
- Agreeing clear performance goals and quality indicators.
- Doing the best you can every day and enabling colleagues to do the same.
- Having a business-like approach.
- Doing the right things and doing them the best you can.

- Being advocates for change.
- Embedding diversity and inclusion in decision-making.

What we don't expect to see

- Setting unclear targets.
- Tolerating mediocrity.
- Making excuses for poor or variable performance.
- Reluctance to change.

Core

Setting the conditions to achieve

- Do I act with integrity and trusted by all members of my immediate and wider teams?
- Do I specify and prioritise what is expected of individuals and the team?
- Do I make tasks meaningful and link them to organisational goals?
- Do I manage my budget well and act promptly in the event of over-spends or when other pressures occur?
- Do I deliver on time or take mitigating action if this is not possible?
- Do I clearly and authentically articulate the value of diversity and inclusion and role model our organisational values?
- Do I take responsibility for the actions in my service's Equality Action Plan and deliver what needs to be done?

Higher

Doing the best we can

- Do I notice and challenge mediocrity, encouraging people to stop coasting and stretch themselves for the best results they can attain?
- Do I constantly look out for opportunities to celebrate and reward high standards?
- Do I equip my team with the mind-set and skillset to identify and deliver improvements quickly in my service?
- Am I commercially aware and do I take a business-focus in terms of seizing opportunities and innovating?

Advanced

Managing and supporting performance

- Do I inspire others in tough times by helping them to focus on the value of their contribution?
- Do I set clear standards for behaviour as well as for achieving tasks?
- Do I act quickly to manage poor performance?
- Do I encourage my team to listen and talk about equality and inclusion (including racism) and encourage them to use Non-Violent Communication to challenge racism?
- Do I give balanced feedback and support to improve performance?
- Do I know what I need to do and who to go to so that well-judged decisions are made in my organisation?
- Do all my team feel like they belong to the team and feel like they can authentically be themselves?

Exemplar

Driving success

- Do I encourage a climate of high expectations where everyone looks for ways for service delivery to be even better?
- Do I recruit and build teams that are diverse and embrace diversity of thought?
- Do I champion a mind-set of high ambition for individuals, the team and the organisation?
- Do I achieve outstanding results?
- Do I act with determination, persisting through difficulties, and learning from experience?

Solving problems effectively

What is it?

- Spending time understanding the problem that you are trying to solve.
- Getting the right solution.
- Using information to generate new ideas and make effective plans for improvement or change.
- Making evidence-based decisions that respect different perspectives and make things better for citizens and service users.

What we don't expect to see

- Failing to look beyond the obvious.
- Collecting data without using it.
- Failing to collect a diverse range of perspectives.
- Using data and information to reinforce staying as we are.
- Thinking only about your own measures or experience.
- Reluctance to look for better ways of doing things.
- Ignoring problems or ignoring data.

Core

Gathering data

- Do I collect feedback from diverse service users and citizens?
- Do I demonstrate and encourage divergent thinking?
- Do I collect and record the essential data for my area of work accurately and on time?
- Do I regularly think about ways to do my job more effectively?
- Do I see patterns that help me to do things better, more efficiently or with less waste?
- Do I evaluate information objectively?

Higher

Thinking creatively and across boundaries

- Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?
- Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work?
- Do I creatively apply fresh approaches to improve current ways of working?
- Do I make opportunities to engage a wide range of stakeholders from inside and outside the organisation in understanding issues and securing the best outcomes?

Advanced

Decision-making and improvement

- Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?
- Do I actively involve and engage with a diverse group of staff in creating ideas and making decisions?
- Do I challenge ways of thinking and encourage people to use data to support their business planning and decision-making?
- Do I make evidence-based decisions that respect different perspectives and meet the needs of citizens?
- Do I use staff surveys to assess and address feelings of belonging within teams?

Exemplar

Understanding and learning from the complexities of the wider system

- Do I carry out, or encourage, thorough research to understand the root causes of issues?
- Do I use equality monitoring data to explore and address under-representation?
- Do I understand how complex connections across the organisation and the city affect the efficiency of the system?
- Do I look for and contribute to implementing solutions which tackle underlying causes?
- Do I create the conditions where learning takes place from changes which have been introduced?

Supporting others

What is it?

- Enabling colleagues to do and be the best they can.
- Valuing contributions and ideas from all colleagues and being honest about what happens next.
- Ensuring that personal biases don't influence decisions about colleagues.
- Building capability to enable people to meet future challenges.
- Using a range of experiences as a vehicle for individual and organisational learning.

What we don't expect to see

- Micromanagement.
- Failing to value diversity.
- Springing ideas on others without discussion.
- Focusing on development for short-term task accomplishment.
- Developing only the 'best' people.

Core

Working with the team

- Am I visible and available to my team?
- Do I communicate honestly, appropriately and at the right time with people at all levels?
- Do I listen attentively to my team and value their suggestions, including providing the opportunity for them to challenge constructively?
- Do I share issues and information to help other people understand my thinking?
- Do I express interest in colleagues' success and well-being?
- Do I understand and address the barriers to inclusion for different groups?
- Do I actively and purposefully recruit fairly based on merit not biases and promote diversity in the process?

Higher

Getting the most out of people

- Do I find ways to make a vivid picture of future success emotionally compelling?
- Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for citizens and service users?
- Do I hold others to account for non-inclusive behaviours?
- Do I lead and enable team colleagues to contribute to flexible matrix working to help achieve better outcomes?

Advanced

Leading and shaping the service

- Do I shape future plans together with my team?
- Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?
- Do I help my colleagues to make the connection between the way they feel and the quality of the service they provide?
- Do I make decisions about talent which are transparent, consistent and informed?
- Do I seek feedback about my impact to improve my effectiveness as a leader?
- Do I encourage staff to develop, participate and use their voices to influence important decision-making?

Exemplar

Building shared purpose

- Do I encourage my team to deliver on the shared purpose, as much as on their individual targets?
- Do I stretch my team so that they deliver a fully 'joined-up' service, and so give the best value they can?
- Do I create common purpose to unite my team and enable them to work seamlessly together to deliver?

Seeking different perspectives

What is it?

- Building relationships to recognise other people's passions and concerns.
- Using interpersonal and organisational understanding to persuade and build collaboration.
- Understanding how different people, teams or organisations interconnect and interact.
- Proactively seeking out different perspectives.

What we don't expect to see

- Being insular.
- Thinking about only your part of the organisation.
- Failing to engage with other parts of the system.
- Focusing solely on the depth of your area at the expense of the broader service.

Core

Engaging with others to persuade

- Do I listen to different views?
- Do I develop and present well-reasoned arguments which enable different perspectives to be shared?
- Am I respectful in all circumstances?
- Do I withhold fast judgement when engaging with diverse others?
- Do I make well-judged decisions based on evidence and input from others?
- Do I embrace an inclusive workplace culture?

Higher

Collaborative working

- Do I create shared agendas with key stakeholders?
- Do I use indirect influence and partnerships across organisations to build wide support for delivering the best outcomes?
- Do I use 'networks of influence' to develop consensus and buy-in?
- Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas?

Advanced

Involving and influencing others

- Do I involve service users and use their ideas in the design and delivery of services in order to create value?
- Do I engage in respectful and curious questioning to better understand others' viewpoints?
- Do I manage the expectations of stakeholders about the extent to which their contributions can be acted upon?
- Do I adapt my communication to the needs and concerns of different groups?

Exemplar

Being emotionally intelligent

- Do I contribute calmly and productively to debates arising from strongly-held beliefs?
- Do I take the initiative and responsibility to put things right, including managing conflicts of interest and differences of opinion?
- Do I understand which issues affect decisions internally and externally so that I can anticipate how other stakeholders will react?
- Do I challenge myself enough by working outside my comfort zone?
- Do I practically engage with internal equality staff networks to gain insight?

Leadership Qualities

The attributes we expect from our senior leaders in order to achieve our vision





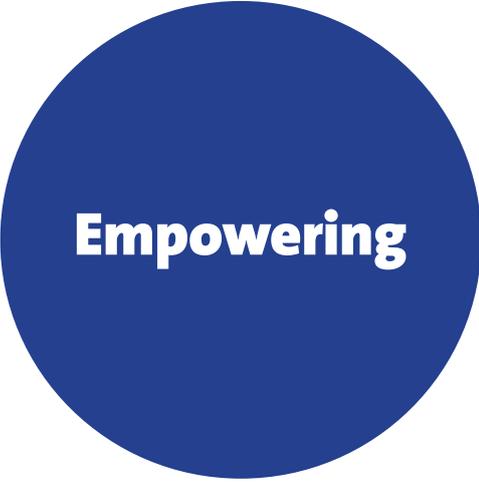
Integrity

- **Takes ownership** – follows through on promises and is accountable for actions
 - **Honest but respectful** – tells it straight and at the right time. Is honest about ideas we can't pursue
 - **Self-aware** – knows the impact their leadership style has on others and adapts; learns from feedback; is mindful of moments when most vulnerable to bias.
- **Fair** – treats everyone fairly and in a transparent way
 - **Considerate** – understands the impact of their behaviour on others
 - **Genuine** – actions match what is said
 - **Sincere** – admits mistakes when wrong
 - **Gracious** – acknowledges that they don't have all the answers, credits others' contributions



Visionary

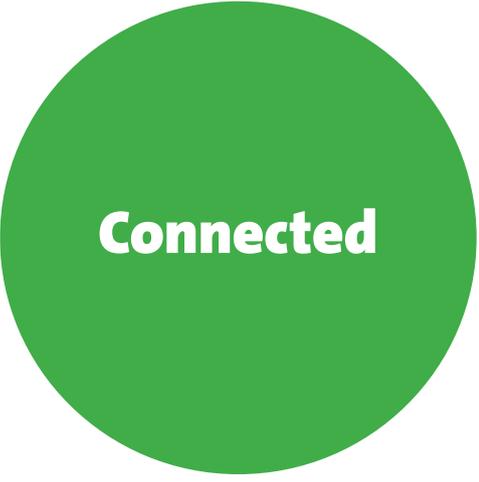
- **Bold and innovative** – prototypes new solutions, takes managed risks while keeping true to the needs of citizens and making best use of resources
 - **Horizon scans** – identifies opportunities, risks and new business ideas and makes them happen
 - **Selfless** – a continuous focus on delivering outcomes, building the organisation. Is less concerned about their individual success.
- **Enthuses** – encourages curiosity and has a relentless desire for a better way of doing things
 - **Anticipates** – predicts, learns and adapts quickly to future demands
 - **Brave** – pulls the plug if something isn't working, and applies the learning. Uses conflict and differences constructively
 - **Flexible** – comfortable with being uncomfortable, thrives on ambiguity
 - **Builds resilience** – creates the capacity to respond to emergencies and adapt to changing circumstances
 - **Constant** – remains composed and confident in uncertainty and makes grounded decisions



Empowering

- **Inclusive** – values everyone’s contributions and welcomes opposing views to arrive at a better solution
- **Non-hierarchical** – leads from the middle and encourages collective problem solving
- **Builds confidence** – demonstrates trust in others and encourages curiosity.

- **Supportive** – gets to know others and encourages them to collaborate and achieve their best
- **Shows empathy** – actively understands how others view and experience things and communicates appropriately
- **Promotes health and wellbeing** – creates a workplace that everyone can enjoy
- **Collaborative** – encourages a diverse spectrum of ideas from a range of communities



Connected

- **Leads by example** – is a role model for the vision and values
- **Builds trust** – is open, honest and shares information
- **Inspires and motivates** – creates a shared purpose to turn the Mayor’s vision into reality. Helps people see how they fit into the organisation’s goals

- **Builds relationships** – creates regular opportunities and events for two-way dialogue
- **Communicates openly and enthusiastically** – helps others feel connected to our purpose and a sense of being in it together
- **Makes it real** – makes genuine connections