

# This is our **leadership behaviour framework**

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Shaping leaders and driving change

# What is Salford's leadership behaviour framework?

Our leadership behaviour framework provides a clear and common language for how we want our leaders and managers to approach their role. It's also the actions we take to achieve our priorities for the City. It's been co designed with all levels of our workforce and is underpinned by our Values – **Pride, Passion, People and Personal Responsibility.**

## Why do we need a framework?

We need a framework to set out the expectations of our Salford managers and leaders and remind us of what great behaviour looks and feels like to our people and residents...but also what it doesn't look like. It will help us improve performance and productivity by setting the right example.

## What does this mean to you?

The framework is a guide to help you reflect on your own values and set the right example. It can also shape your Personal Development Review (PDR) conversations too, helping you to lead your team effectively, inspiring and motivating them to achieve their outcomes in a changing world.

## What does this mean to the Organisation?

The framework can be used to shape our Salford culture. Where our people feel they belong and can make a difference. By demonstrating our leadership behaviours, we can make this a reality! Thinking to the future, it will also help us nurture our next generation of leaders.

“ Leadership is the capacity to translate vision into reality ”

# Leadership behaviour framework

Leadership is action, not a position. It's not just what we do but how we do it.

Whatever your role at Salford, we all strive to achieve our vision and the best outcomes for the residents and communities of Salford.

As leaders, we all have an important part to play in achieving our organisational and service priorities. These priorities give us direction and a shared purpose in our roles and should be the focus when making decisions.

We can help make these priorities a reality by living and breathing our Salford values and leadership behaviours.

This framework is broken down into three main areas:



**Leading Self** - making sure we are role modelling the values and invested in our own development, demonstrating integrity and authenticity.

**Leading People** - where we create high performing teams, and a culture that is inclusive, open and where everyone has a voice.

**Leading Salford** - setting the vision and purpose, and connection to the city, empowering others around you to ensure residents are at the heart of what we do.

This behaviour framework will support us all to reflect and hold ourselves, and each other to account, as we strive for continuous improvement.

I am...

- >> Compassionate >> Authentic >> Inspirational >> Trusting
- >> Innovative >> Capable >> Collaborative >> Visible >> Honest
- >> Always learning >> Accountable >> Thinking strategically

I am values based.

I am a...

**Salford leader**

# Values at the heart

## ▶ **Pride**

I'm proud of and committed to our city, its people, our work, and I demonstrate the 'Spirit of Salford' in everything I do.

- I am proud of the role that I play in serving the people of Salford
- I take pride in my work and take ownership to get it right first time, every time
- I accept the trust and responsibility invested in me as an ambassador for the city

## ▶ **People**

I respect and care for others, treating everyone fairly, listening and acting on the things people say.

- I put residents and others at the heart of what I do - doing things with people, not to them
- I treat all colleagues, partners and residents with the dignity and respect that they deserve
- I recognise and value the contribution that others can make to the work that I do

## ▶ **Passion**

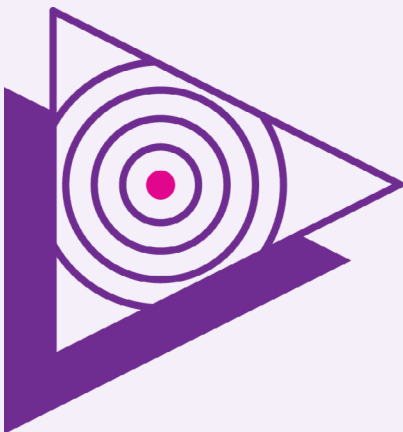
I am optimistic and ambitious for the city and its people, being creative and positive about change and making the most of opportunities.

- I generate new ideas, demonstrate initiative and share best practice
- I develop strong relationships and joint working with partners and others to deliver the best possible outcomes for the people of Salford
- I engage with others in a positive way to change and improve how we work

## ▶ **Personal responsibility**

I am honest, taking responsibility and ownership for my actions and decisions and using resources that I am trusted with wisely.

- I am open and able to explain my actions and decisions to others, raising issues and solutions in a respectful way
- I contribute to solving problems, changing how we do things and delivering the best possible outcomes
- I use the resources available to me effectively and efficiently and look for opportunities to do things better



# Leading Self

## ▶ Pride

- I am confident in my ability to lead my service and make decisions, and am comfortable in uncomfortable situations
- I have self-control and self-respect, priding myself on how I behave and stay calm under pressure
- I take a selfless approach in the role I play as a leader and ambassador, serving the people of Salford
- I pride myself on being honest and showing integrity

## ▶ People

- I am empathetic, reflective and I am conscious of my own biases. I respect other people's perspectives, building strong relationships, understanding how my own behaviours impact on others
- I am flexible in my approach, build a trusting relationship with my team by getting to know them individually
- I communicate effectively, and listen to understand, picking up on people's stressors
- I coach and empower my team to find solutions, using a strengths-based approach

## ▶ Passion

- I lead with passion and energy to motivate everyone around me
- I am motivated and driven to overcome any limitations I may face
- I am self-reflective and be my authentic self
- I stay curious and always want to learn

## ▶ Personal responsibility

- I take accountability to ensure decisions are made impartially and fairly within the organisation
- I prioritise key pieces of work that will have the most impact
- I make myself visible am approachable and personable
- I am responsible for my own wellbeing, and am an advocate for work-life balance



# Leading People

## ▶ Pride

- I lead by example and champion personal and professional development in my team
- I celebrate commitment to delivery for our residents and success in my team

## ▶ People

- I create an inclusive environment where everyone feels they belong, are treated fairly and have a voice
- I manage performance fairly by focusing on results and outcomes, supporting my team by providing clarity, clear direction and setting objectives
- I am honest, even when it means challenging and having difficult conversations, I approach these with compassion and understanding, managing people's expectations
- I listen to my teams' views and bring them on the journey. Co production is just 'how we do things'

## ▶ Passion

- I am ambitious and motivated, engaging with people in a positive and enthusiastic way, creating meaningful relationships
- I work with other services and partners to deliver the best outcomes for our residents, bringing the 'Spirit of Salford' to life
- I inspire people and share a clear vision and purpose that connects with people

## ▶ Personal responsibility

- I take ownership, trying to get it right first time or learn from my mistakes
- I get to know my team and bring them together regularly
- Me and my team work together



# Leading Salford

## ▶ Pride

- I take pride in delivering my service outcomes for the people of Salford, putting residents needs before my own interest
- I act and take decisions in an open and transparent manner. Not withholding information unless there is a lawful reason too

## ▶ People

- I encourage diversity and inclusion in my team to represent the needs of our City
- I have political awareness and understand how this links with my service, my team, members and the residents of the City
- I believe in collaborating with colleagues and partners, working together across the organisation and the City
- I listen to my teams' views and bring them on the journey. Co production is just 'how we do things'

## ▶ Passion

- I think creatively and innovatively about my service and the future, promoting digital solutions
- I look for opportunities to save money and generate income
- I embrace a positive mindset when it comes to challenges and when communicating
- I care about making a difference and see change as a positive for my service, encouraging people to generate new ideas

## ▶ Personal responsibility

- I horizon scan for risk and opportunities, embracing change and transformation...looking at the bigger picture and strategic vision
- I think strategically about my service and manage my business plan, managing my resources and budget as if it were my own money
- I use an evidence-based approach when problem solving to make decisions based on data and insight available



# What it isn't...

Whilst we want to look at the positives, it is useful to spot the behaviours that may have a negative impact on our culture and can call out what we don't want to see.

This is what our workforce told us...



## What **Leading Self** isn't...

- Saying one thing and doing another
- Staying hidden
- Placing blame
- Assuming "I know best"
- Making everything a priority
- Trying to mimic other leadership styles
- Trying to do everything myself
- Being too structured in my approach
- Micromanaging
- Being inconsistent in my communication and approach

## What **Leading People** isn't...

- Ignoring other people's views when making decisions
- Not empowering people to make decisions
- Not treating everybody as an individual
- Creating barriers for people
- Shying away from difficult conversations
- Ignoring bad or toxic behaviour
- Being inconsistent in my approach
- Keeping people in the dark and not communicating with them
- Leaving my team without any clarity or direction
- Unfair promotion or development

## What **Leading Salford** isn't...

- Only thinking about me and my own service at the detriment of others
- Only short term focused with a lack of strategic vision
- A 'them' and 'us' approach
- Not thinking about the impact on communities and residents
- Not using the facts when making decisions
- Being careless with my budget
- Reluctant to change or try something new
- A 'one size fits' all approach
- Not using digital technologies where possible



