Our leadership behaviours
Introduction

Although every day is different we all come to work for the same thing, to achieve our vision ‘To create a better and fairer Salford and provide the best possible quality of life for the people of the city’.

To achieve this vision we’ve identified our eight key priorities, which we’ve called the Great Eight. These are:

1. **Tackling poverty and inequality**
2. **Education and skills**
3. **Health and social care**
4. **Economic development**
5. **Housing**
6. **Transport**
7. **A transparent effective organisation**
8. **Social impact**

Our City Mayor Paul Dennett, has set out this vision and whatever role we have, we’re all here to make that vision a reality. This vision gives our people direction and a shared sense of purpose.

To achieve this vision we have a strong set of values. Pride, passion, people and personal responsibility capture the spirit and ambition of the city and inform the way we operate. They influence our choices, behaviours and how we make decisions and transform services. Living the values day in and day out creates a supportive environment which allows us ‘to be the best we can be’ and achieve our vision.

At the heart of the Council the Spirit of Salford represents our culture, our social conscience and pride – our organisation is about people and the communities that we serve. We are renowned for our resilience and coping positively with change, we make the most of opportunities.
Our vision is for a better and fairer Salford for everyone. This presents both challenges and opportunities. We have the opportunity to develop different relationships between public services and our communities in finding new and better ways to deliver services.

To ensure that we are in a position to respond to this changing environment, we need strong, values-based leadership.

Values-based leadership is about inspiring and motivating others to achieve high performance; creating a culture where people feel valued, empowered, and developed to do the very best job they can; modelling our values and embedding them into the way our teams deliver services; and demonstrating the Spirit of Salford in everything we do.

Our leadership behaviours and development programmes has been created to enable you to develop the skills, knowledge, and confidence to lead highly engaged, motivated teams who are empowered to deliver service improvement and transformation.

Leadership is action and not a position, what you do and how you behave is instrumental in developing a positive culture where all our employees are empowered to develop new ways of doing things. These behaviours and development programmes will enable you to develop the values-based leadership skills and ways of working required to be successful in leading our organisation and shaping our city.

Jim Taylor
Chief Executive
Our leadership behaviours cont.

In order to achieve our vision and meet our aim where all individuals and teams benefit from excellent leadership we need transformational leaders that will help shape our city.

Our Leadership framework sets this out in more detail, outlining the expectations we have of our leaders at all levels. Our leadership behaviours are all about values based leadership focusing on:

> **Our values and culture** – What we stand for, how we work with each other and our Spirit of Salford.

> **The leadership behaviours** – Leading ourselves, leading others, leading outcomes and leading the way forward.

> **Leadership qualities** - The attributes we expect our leaders to embody to achieve our vision

> **Management skills** - For each behaviour sets the management skills needed to lead in this way.
Our values describe the personal qualities that all of our employees demonstrate when carrying out their roles. Putting the values into practice across the whole organisation creates a supportive environment which allows us ‘to be the best we can be.’

**Our Values**

- **Pride**
- **Passion**
- **People**
- **Personal Responsibility**
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

These are examples of what pride means to our employees

- I challenge the status quo
- I’m an ambassador for Salford
- I’m committed to our city and our services
- I have high standards
- I aim to get it right first time
- I take ownership of what I do
- I take pride in my work and myself

Our values and culture  Our leadership framework
Pride

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

These are examples of what pride means to our employees

PASSION

I'm optimistic about our city, its people and my work
I care about making a difference
I'm ambitious about my work
I don't give up
I embrace the Spirit of Salford
I come up with ways to make things better

Our leadership framework

Pride
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

These are examples of what pride means to our employees
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

These are examples of what pride means to our employees

**PERSONAL RESPONSIBILITY**

- I make it happen
- I deal with difficult situations
- I learn from mistakes
- I look at the bigger picture
- I'm honest, open and reliable
- I use resources wisely
- I have a ‘can do’ attitude and go the extra mile
“You get the best effort from others not by lighting a fire beneath them, but by building a fire within.” Bob Nelson

Great leadership in Salford is...

Transformational leaders in Salford are able to create a common vision, know when and how to assemble teams to solve problems, select and develop the right people for the team and individual activities, influence others at all levels across the organisation.

Leaders in Salford focus on achieving results through and with others. They:
- Set challenging goals and getting results is top priority
- Convey a sense of urgency and drive issues to closure
- Persist in the face of obstacles
- Demonstrate initiative
- Set high personal and team standards for performance
- Have a digital first mindset

Values based leadership
Leaders in Salford are values driven and trustworthy. Their behaviour is consistent and ethical, they follow through and deliver on commitments. They are able to balance the needs of individuals and those of the organisation, so that people can trust them to lead, as well as trust them as human beings. They promote a positive permission culture where employees have permission to make the decisions that are in our peoples and residents best interests.

Leading the way focuses on the bigger picture. It requires a deep understanding of our ways of working and bold and insightful knowledge of current and future demands on services. It’s also about how as a leader in Salford you can connect with the Greater Manchester ambition and find new innovative ways of doing things. We always take a strengths based approach based on co-design with residents and employees at the heart of the development and design, always focussing on the positive.
Values based leadership

<table>
<thead>
<tr>
<th>As a values based leader, you will:</th>
<th>Management Skills</th>
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<tbody>
<tr>
<td>Model the values and embed them into the way your team delivers services</td>
<td>Effective leadership requires you to draw upon your values, strengths and abilities to deliver high standards of service. To do so, you must demonstrate effectiveness in:</td>
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<tr>
<td>Hold people accountable for demonstrating the values</td>
<td>Self-awareness, awareness of your values, principles, assumptions and ability to learn from experience</td>
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<tr>
<td>Respect and care for others, treating everyone fairly, valuing and welcoming diversity, respecting people’s identity, listening and acting on the things people say to enable everyone to achieve their full potential</td>
<td>Self management, the ability to organise and manage yourself while taking account of the needs and priorities of others</td>
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<tr>
<td>Be honest, taking responsibility for your actions and decisions</td>
<td>Continued self-development, learning through participating in continuing professional development and from experience and feedback</td>
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<td>Use resources that you are trusted with wisely</td>
<td>Acting with integrity, behaving in an open, honest, ethical, and authentic manner</td>
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#OurValues
## Leading others

<table>
<thead>
<tr>
<th>To lead others, you will:</th>
<th>Management Skills</th>
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<tbody>
<tr>
<td>Listen to understand, not to defend</td>
<td>Effective leadership requires you to work with others, in teams and networks, to deliver and improve services. To do so, you must demonstrate effectiveness in:</td>
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<tr>
<td>Give people the freedom to use their initiative</td>
<td>Building and maintaining relationships and listening,</td>
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<tr>
<td>Provide opportunities for people to discuss and solve problems and issues</td>
<td>Supporting others, gaining trust and showing understanding</td>
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<tr>
<td>Regularly provide coaching and support to others to help them achieve their objectives and potential</td>
<td>People management, recruit, manage and develop employees to ensure a skilled and engaged workforce</td>
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<tr>
<td>Appreciate and build on people’s strengths</td>
<td>Change management, engaging and facilitating others to work collaborative to achieve real change</td>
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<tr>
<td>Motivate, engage, encourage and inspire others in order to be the best they can be</td>
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Values based leadership

Our leadership framework
## Leading outcomes

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<tr>
<th>To lead outcomes, you will:</th>
<th>Management Skills</th>
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<tbody>
<tr>
<td>Be visible, inject pace, vigour and purpose</td>
<td>Effective leadership involves leading, directing and coordinating the work of others involved in the running of the service area. To do so, you must be effective in:</td>
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<tr>
<td>Expect high standards; mediocrity is not acceptable</td>
<td>Effective financial management, managing budgets to ensure delivery of services within allocated resources</td>
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<tr>
<td>Take an evidence and whole system approach in making decisions</td>
<td>Performance management, setting clear objectives, measure, monitoring progress and results</td>
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<tr>
<td>Maximise technology and models to deliver quicker, easier, better services</td>
<td>Business planning and efficiency, focusing on priorities, managing business processes and operations to deliver services effectively and efficiently</td>
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<tr>
<td>Have a digital mindset, fully utilising digital systems and solutions to deliver services differently</td>
<td>Digital skills, fully utilising digital systems and solutions to deliver services differently</td>
</tr>
<tr>
<td>Set context and challenging goals that will motivate people to take ownership, maximise performance, and develop</td>
<td>Decision making, using our values and the evidence to make good decisions</td>
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## To lead the way forward, you will:

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<tr>
<td>Be optimistic and ambitious for the city and its people, helping others to understand the need to transform public services</td>
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<tr>
<td>Build strong collaborative relationships to find creative ways to make services more sustainable and flexible</td>
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<tr>
<td>Recognise and value the strengths of people and places, taking a strengths-based approach to make the most of opportunities</td>
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<td>Support people through change, in undertaking new things, and taking risks</td>
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<tr>
<td>Take a place and whole system approach in designing, delivering, and leading services</td>
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<tr>
<td>Ensure an inclusive approach with the aim of reflecting the increasing diversity of Salford</td>
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<tr>
<td>Effective leadership requires you to contribute to the strategy and aspirations of the organisation and the City of Salford. To do so, you must be effective in:</td>
</tr>
<tr>
<td>Building and maintaining relationships, listening,</td>
</tr>
<tr>
<td>Supporting others, gaining trust and showing understanding</td>
</tr>
<tr>
<td>Change management, engaging and facilitating others to work collaboratively to achieve real change</td>
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<tr>
<td>Policy &amp; planning, formulating and implementing policies, strategies and plans for the service to respond to local needs within the context of place, devolution, and legislative and government policies</td>
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<tr>
<td>Organisational redesign, engaging with stakeholders to redesign future services</td>
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Leadership qualities

Innovative
Creative and innovative in a fast paced, ever changing environment.

Honesty and Integrity
We live our values and do the right thing.

Connected
Connect, collaborate and communicate.

People Focussed
We value each person, treat everyone with respect, are empathetic and trusted.

Decision making
A futuristic vision and the ability to take the right decision at the right time.

Inspirational
Inspires people, leads the way, knows the way, goes the way and shows the way.
We take a blended approach to development, we offer activities, training and tools to support your learning, we also encourage taking personal responsibility for your own development, which is key to your success. There are opportunities available to you to learn, grow and develop for each leadership behaviour.