We Are Wirral Leaders
Leadership Behaviour Framework

WIRRAL

We Are Wirral Leaders

Strong, values-led leadership is central to achieving our ambitions as a Council and helping us to navigate the complex challenges and opportunities ahead.

Our purpose is to create equity for people and place and secure the best possible future for our residents, communities and businesses, and to do this we need compassionate leaders who listen, engage, inspire, trust and empower people, to move us forward.

Great leadership is required and indeed happens at all levels of the organisation and I am a firm believer that you don't have to be a manager to be a leader.

Whatever your role in the organisation, we can all support and enable eachother to achieve great things.

Shaped by staff, our Leadership Behaviour Framework describes what great leadership looks like at all levels and sets the expectations for how we lead here at Wirral.
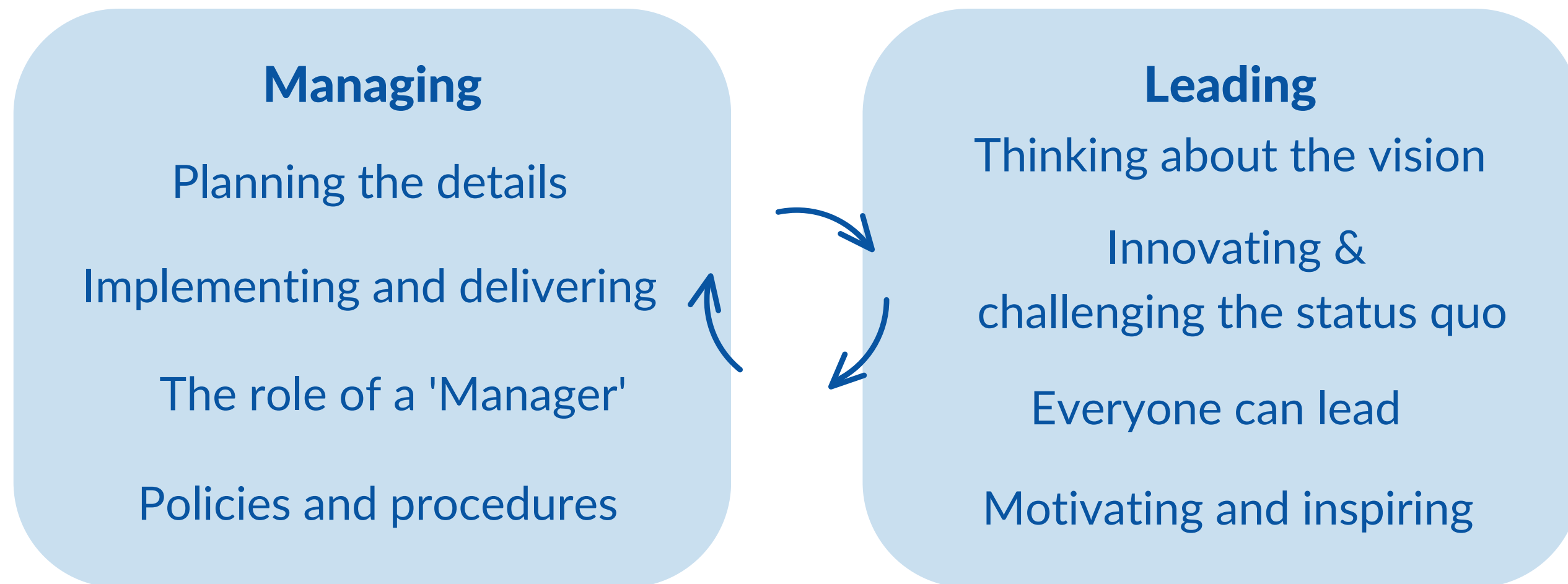
Paul Satoor
Chief Executive

Managing vs Leading

The terms 'managing' and 'leading' are often used interchangeably, however we see these as two separate activities that involve different behaviours and skills.

While we strive for all our Managers to be strong in both managing and leading, we know we can also find great leadership among those who aren't in management roles.

Managing

Planning the details

Implementing and delivering

The role of a 'Manager'

Policies and procedures

Leading

Thinking about the vision

Innovating & challenging the status quo

Everyone can lead

Motivating and inspiring

Introducing the Framework

Our leadership behaviour framework has five areas of focus that together create effective leadership...

- Values Led Leadership
- Leading Self
- Leading Others
- Leading Outcomes
- Leading in our Organisational Context

Within each of these areas there are several headline behaviours, that illustrate what good looks like in this space.

There are also some helpful **examples** of what each of these behaviours look like in practice as well as examples of what they don't look like or 'pitfalls' to watch out for.

How does it apply to me?

We can all display great leadership within our roles. While these leadership behaviours are particularly important for managers, all staff will be able to see how many of these behaviours apply to their roles.

The key is determining which behaviours matter most to you, your role and the Council right now.

Values Led Leadership

Our **organisational values** are at the heart of great leadership at Wirral. Our values act as the compass that guides the way we approach our work and 'how we do things around here'. They represent who are we, what we stand for and our organisational DNA.

AMBITIOUS

PROFESSIONAL

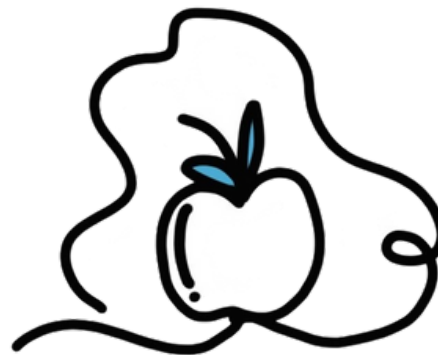CUSTOMER FOCUSED

ACCOUNTABLE

Leading Self

Act with purpose

Know yourself

Be human

Be brave

Take care of you

Fly the flag for Wirral

Leading Self

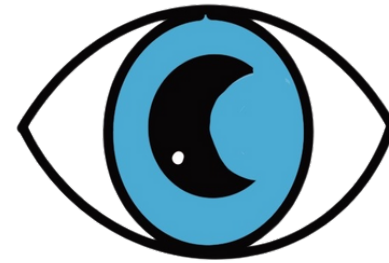|		**What Does This Look Like?**	**What Doesn't This Look Like?**
	Act With Purpose	I make the best use of my time, focusing on what will have the most impact	Trying to do everything rather than focusing on what will make the most difference for our customers.
	Know Yourself	I am aware of and consider the impact of my own working style on others.	Trying to fit the mold of a 'typical leader' rather than embracing the value of your own individual strengths and style.
	Be Human	I care and show compassion. I listen to understand, not to defend.	Not being visible or authentic. Not taking the time to understand others, their needs and perspectives.
	Be Brave	I don't shy away from challenges or difficult decisions.	Reluctance to try new things and experiment.
	Take Care of You	I take time to recharge and know that I can't pour from an empty cup.	Not prioritising or taking accountability for your own wellbeing.
	Fly the Flag for Wirral	I am a strong ambassador for the Council and take pride in promoting the great work we do.	Speaking negatively about the Council to others. Not celebrating when we do things well.

Leading Others

Inspire hearts & minds

Be visible

Build trust

See beyond the name badge

Value all voices

Celebrate success

Leading Others

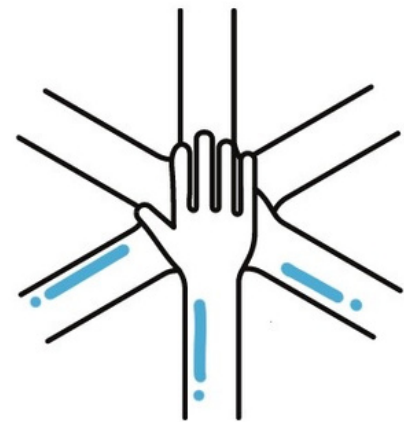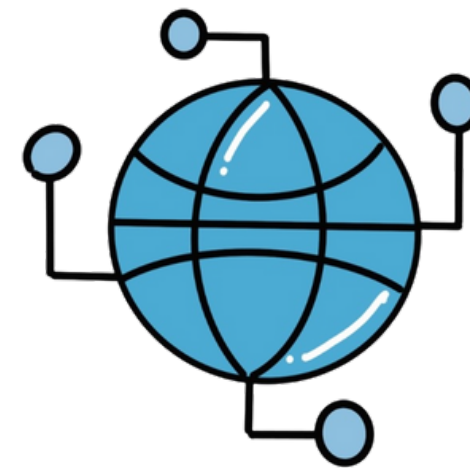|		**What Does This Look Like?**	**What Doesn't This Look Like?**
	Inspire Hearts & Minds	I talk about the future; instilling hope, sharing our vision and inspiring others to do their best possible work.	Not understanding, or helping others to understand, how their role makes a difference and fits into the bigger picture.
	Be Visible	I am approachable and accessible.	Not communicating and engaging with your team or being available to support people.
	Build Trust	I create an environment where people feel comfortable to speak up, learn from mistakes, innovate and bring new ideas to the table.	Not being open and honest. Trying to do everything yourself and not trusting in others capabilities.
	Seeing Beyond the Name Badge	I support, develop and empower everyone to reach their full potential.	Not seeing people for who they are beyond their job title or valuing the skills and strengths they bring.
	Value All Voices	I create an environment where everyone feels that they belong and are heard, valued, and supported.	Only listening to views and ideas that fit with your own way of thinking. Not being open to different perspectives.
	Celebrate Success	I take the time to celebrate and recognise people when they do their best	Forgetting to celebrate smaller successes and contributions as well as big achievements.

Leading Outcomes

Embrace place leadership
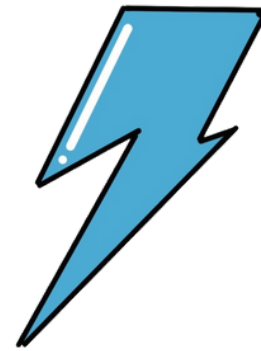
Bring energy & stamina

Encourage experimentation

Build relationships

Have a digital mindset

Leading Outcomes

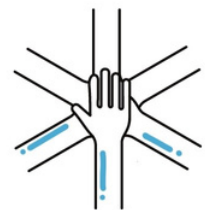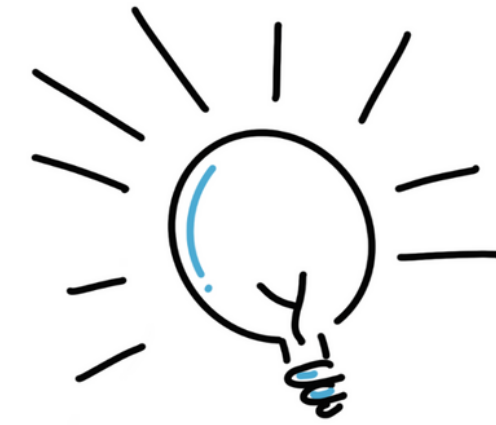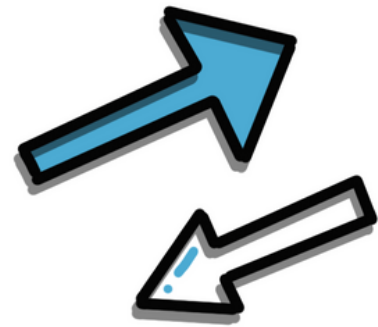|		What Does This Look Like?	What Doesn't This Look Like?
	Embrace Place Leadership	I lead across Wirral, not just within the organisation, working together with our partners for shared outcomes.	Not knowing who our partners are or considering how we can work together to have the most impact.
	Bring Energy & Stamina	I lead with energy and purpose, enthusiastically working towards goals and bringing others along with me.	Having great ideas but not exploring with your team how you can put them into action and bring them to life.
	Encourage Experimentation	I am open to new ways of doing things. I remove barriers to innovation, giving people freedom to be creative & use their initiative.	Always viewing the current way of doing things as the only way.
	Build Relationships	I build relationships across the Council and create an environment where collaboration flourishes.	Silo working; not understanding other teams' roles and how you can collaborate to achieve common goals.
	Have a Digital Mindset	I develop my digital know-how and maximise technology to make things quicker and easier, and to deliver better services.	Shying away from digital advances. Reluctance to introduce digital opportunities to improve how we do things.

Leading in Our Org. Context
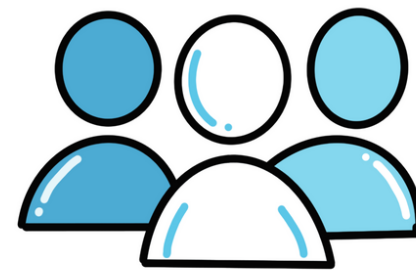
Understand who we are

Champion change

Be solutions focused

Be flexible

Navigate our political environment

Be financially & commercially astute

Leading In Our Org Context

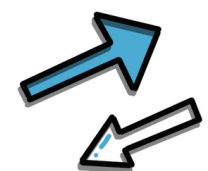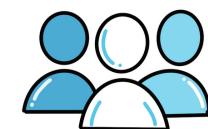|		**What Does This Look Like?**	**What Doesn't This Look Like?**
	Understand Who We Are	I continually build my understanding of us, our borough and the diverse needs of the residents and communities we serve.	Forgetting to tailor our approach and services to the needs of our borough and the communities we serve.
	Champion Change	I view change positively, involving and helping others achieve a brighter, better future for Wirral.	Always sticking to the status quo. Not understanding and explaining the 'why' behind change.
	Be Solution Focused	I see challenges as opportunities to bring people together to find solutions and improve how we do things.	Focusing on the problems rather than exploring solutions.
	Be Flexible	I can adapt to changing circumstances and adjust priorities. I'm not afraid to change direction to ensure we achieve the best result.	Having a fixed mindset and not being willing to change approach to overcome challenges and barriers.
	Navigate Our Political Environment	I understand our political environment and our role as officers to provide credible advice to our Elected Members.	Not considering the polictical factors that may impact your work. Basing advice to Members on personal opinion or preference rather than evidence and facts.
	Be Financially & Commercially Astute	I understand my role in ensuring the Council is financially and commercially strong and take accountability for delivering value for money	Seeing this as another team's role. Not understanding the budget setting process and your role in ensuring the Council is financially sustainable.

How We'll Use the Framework

To create a culture where great leadership is developed, nurtured and thrives, we will weave these behaviours into all stages of our employee lifecycle.

Recruitment

Recognition

Setting the tone

Development
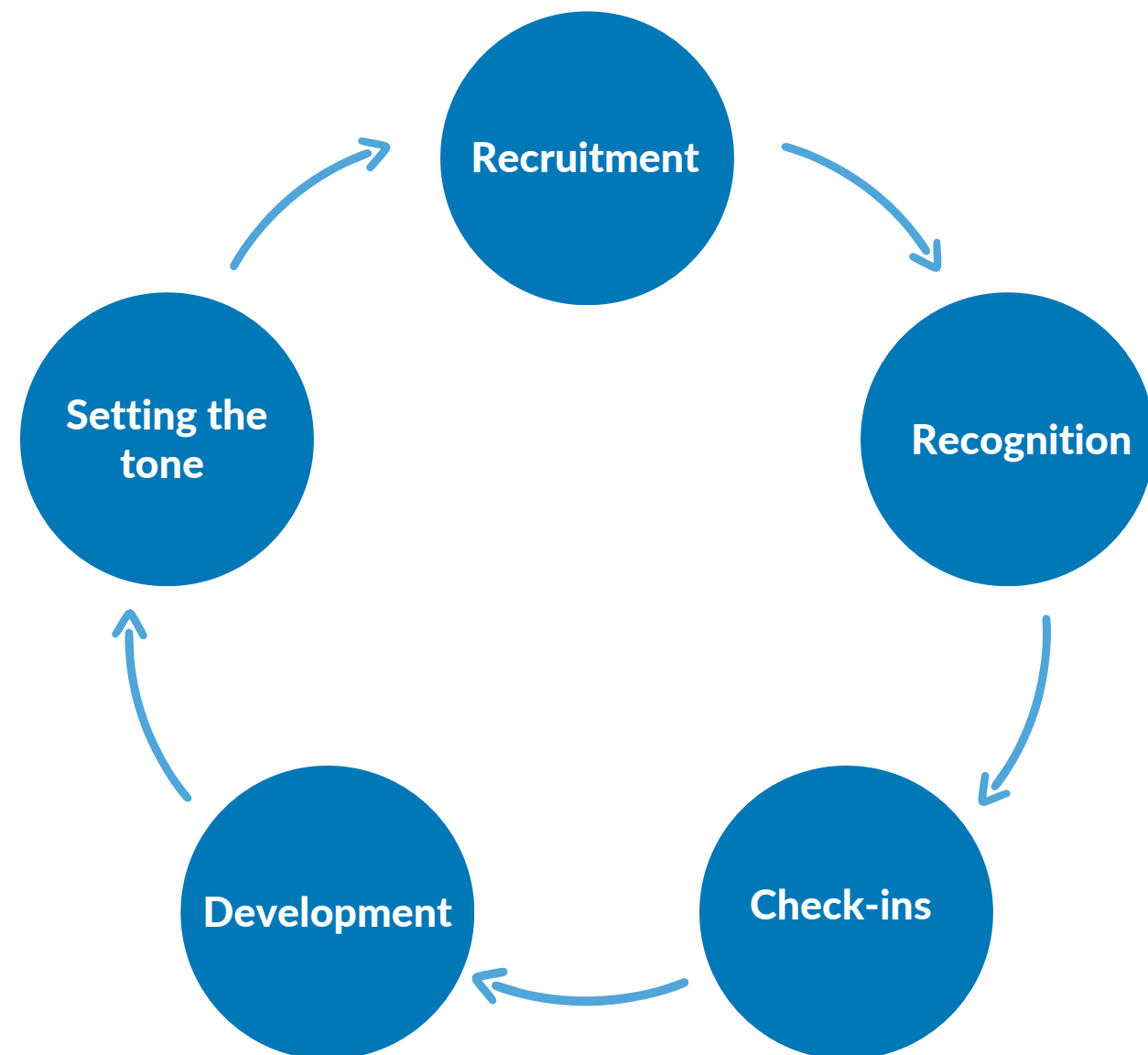
Check-ins

Recruitment...	Used in all management recruitment. Working with recruiting managers to understand which areas they want to focus on.
Recognition...	Used to spotlight, drive and encourage great leadership behaviours at all levels.
Check-ins...	Having open, honest conversations about where people's strengths and areas to strengthen are.
Development...	Leadership behaviours will be mapped across to our leadership development offer.
Setting the tone...	Support and enable people at all levels to play their role in being a leader.