

# Leadership and Management Behaviours' Framework



Believe in  
children  
 Barnardo's

## Thinks Strategically

Our leaders and managers help us as an organisation to balance what needs to be done today with preparing for the future. They look to the future and see opportunities we should respond to.

They use their knowledge and insight to make our organisation better. This could be through developing new products, approaches or services that support the achievement of our work.

They recognise that changes to the way we do things impacts many groups of people (Children, young people and their families, employees and volunteers, supporters and corporate partners, commissioners and regulatory bodies). They consider these groups when developing plans or making changes.

## Effective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>■ Nurture positive relationships with my internal and external customers OR stakeholders</li> <li>■ Stay up to date and share knowledge of local issues and trends which might impact or benefit my area of work</li> <li>■ Encourage team members to use their knowledge of their customers and work to identify more effective and impactful ways of doing things</li> <li>■ Use a variety of approaches to support others to accept the need for change</li> </ul>	<ul style="list-style-type: none"> <li>■ Proactively seek and respond to internal and external feedback about how we're doing</li> <li>■ Create and adapt direction based on my knowledge of the opportunities and challenges my area of work faces</li> <li>■ Facilitate and enable others to turn creative ideas and innovative thoughts into concrete solutions which will bring benefits to those we work with and for the organisation</li> <li>■ Champion and lead change happening at all levels in the organisation within my area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>■ Listen to, engage and work with all stakeholders to determine the organisation's future strategy and direction</li> <li>■ Shape the direction of the sector; tell decision and policy makers what the opportunities and challenges the sector is facing are and work with them to develop solutions</li> <li>■ Establish a place where creativity and innovation is the norm by removing unnecessary bureaucracy and actively encouraging others to challenge the way we do things here</li> <li>■ Display decisive behaviour and take calculated risks to change things for the better</li> <li>■ Enable others to think strategically through effective questioning and constructive challenge</li> </ul>

## Ineffective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>■ Ignore changes in my local area which may have implications for Barnardo's</li> <li>■ Commit to actions without consideration of the impact on the bigger picture</li> <li>■ Maintain a narrow perspective – adopt a silo approach</li> <li>■ Actively work to maintain the status quo</li> </ul>	<ul style="list-style-type: none"> <li>■ Have limited insight into changes and developments in my own area and beyond</li> <li>■ Develop strategies and plans that do not reflect or show reference to future corporate direction</li> <li>■ Display a narrow range of vision; miss important developments which could benefit my area of work and beyond</li> <li>■ Actively resist new ideas and approaches</li> <li>■ Am uncomfortable dealing with ambiguity and supporting others through uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>■ Adopt a short term view and neglect long term thinking about evolving and future issues for the organisation and the sector</li> <li>■ Operate independently, without reference to the wider knowledge and experience around me</li> <li>■ Fail to think about the consequences of decisions for the future of the organisation</li> <li>■ Fail to implement change or implement change for change's sake</li> <li>■ Stick rigidly to tried and tested approaches</li> <li>■ Fail to learn from the past; keep repeating the same mistakes</li> </ul>

# Leading and Engaging

A Barnardo's leader creates, inspires and promotes a shared understanding and sense of pride around our work. They listen to what others have to say and are open to new ideas including those that may challenge their own assumptions and expectations. Collaboration is actively promoted and encouraged by identifying opportunities internally and externally for people to work together, share and learn. When things get in the way that might impact team work or collaboration they act to remove the obstacles.

They develop individuals and teams to be the best they can be by providing opportunities for others to reach their potential, ensuring successes are celebrated but also reflecting and learning from set-backs.

They inspire trust by behaving in a manner which is consistent with acting as a role model to others, always doing what they say they will do and being honest.

They value difference; treating all team members with equal respect, promoting ways of working that actively develop and facilitate diversity in teams. They work well with people and treat them fairly and consistently.

## Effective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>Give regular feedback; praising and rewarding good work and highlighting opportunity for improvement</li> <li>Listen to, understand, respect and accept the value of different views, ideas and ways of working</li> <li>Invest time to generate a common focus and genuine team spirit</li> <li>Devote time to supporting and developing people through coaching, mentoring and providing other opportunities to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>Celebrate individual and team success; providing time and space to reflect and learn from set-backs</li> <li>Take personal responsibility for ensuring that diversity is respected and that there is genuine equality of opportunity in my team</li> <li>Build a strong network of collaborative relationships and partnerships across the organisation and beyond</li> <li>Identify the skills and knowledge needed to deliver our current and future plans and ensure opportunities are in place for our people to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>Create clarity and direction, lead others with energy and personal drive to achieve the vision, goals and objectives of the organisation</li> <li>Create a workplace where individual and team contribution is appreciated, recognised and rewarded</li> <li>Operate with complete awareness of equality and diversity and implement strategies to ensure there is genuine equality of opportunity</li> <li>Drive a diverse and collaborative working environment which encourages transparency and open communication</li> <li>Champion the importance of people development and talent management, building a strong culture of continuous learning and sharing of knowledge</li> </ul>

## Effective Behaviours *cont...*

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>Regularly communicate with my team; taking organisation wide messages and making them meaningful for my team's daily work</li> </ul>	<ul style="list-style-type: none"> <li>Am visible through regular, engaging and positive communications with our employees and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Am visible across the organisation and beyond; regularly undertaking activities to understand the work we do, listen, engage and build trust</li> </ul>

## Ineffective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>Need to display more appreciation of the value of different perspectives and contributions</li> <li>Support individual or silo ways of working and find excuses for why resources and support cannot be shared</li> <li>Inhibit others in reaching their full potential by providing limited or no feedback or opportunities for development</li> <li>Dismiss organisation wide communications as unimportant or irrelevant for my team</li> </ul>	<ul style="list-style-type: none"> <li>Disregard the need to consistently promote good equality and diversity practice</li> <li>Can be overly protective of own initiatives and miss opportunities to work collaboratively across the organisation and beyond</li> <li>Regularly ignore or miss opportunities to develop my team and myself to enhance knowledge and expertise</li> <li>Only communicate with employees and volunteers in a face to face environment when pressurised to do so</li> <li>Avoid activities which increases my understanding of our operational activities and to build my profile within or outside the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Allow unacceptable or disrespectful behaviours to persist across the organisation</li> <li>Encourage a working approach which protects own resources and satisfies own interests at the expense of organisational priorities</li> <li>Place low priority on people management and development</li> <li>Can be resistant to or dismissive of feedback from others and see personal growth and development as not relevant to my level</li> </ul>

# Driven to Deliver

A Barnardo's leader creates engaged and high-performing teams who strive to achieve excellence for those we work with. They empower others by encouraging their contribution and giving them autonomy, support and freedom to deliver their objectives.

Our leaders will encourage and always seek to get the best out of the people they lead through setting appropriate objectives and having regular discussions about performance. Our leaders display confidence in handling the more difficult side of leadership if necessary from difficult conversations about individual performance through to reflecting and learning from set-backs.

## Effective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>■ Get the best out of others by providing positive and encouraging messages about their priorities, objectives and expectations</li> <li>■ Manage, support and stretch myself and my team to deliver agreed goals and objectives</li> <li>■ Create regular opportunities for our people and those we work with to help improve the way we do things</li> <li>■ Provide encouragement and make myself available for support</li> <li>■ Create plans and take action to improve performance</li> <li>■ Lead by example in following processes and standards for managing performance</li> </ul>	<ul style="list-style-type: none"> <li>■ Turn strategic objectives into clear outcome-focused objectives and plans for my team</li> <li>■ Act as a role model in motivating individuals and teams to deliver impact and results</li> <li>■ Identify and implement new ways of improving the quality of our work by involving a diverse range of stakeholders</li> <li>■ Empower and coach others to take action and solution focused approaches</li> <li>■ Maintain a strong focus on our priorities holding others to account</li> </ul>	<ul style="list-style-type: none"> <li>■ Set a direction for the organisation with highly focused and clear priorities and objectives</li> <li>■ Promote a culture that focuses on priorities, performance and impact</li> <li>■ Drive and deliver a workplace that emphasises continuous improvement and excellence, responsible stewardship and innovation</li> <li>■ Empower others by pushing decision making to the right level and holding me and others to account for their performance</li> </ul>

## Ineffective Behaviours

	Level 1: Manager	Level 2: Assistant Director	Level 3: CLG
I:	<ul style="list-style-type: none"> <li>■ Fail to appreciate different working styles and perspectives when setting individual objectives and development plans</li> <li>■ Lose focus, leading to a sense of confusion in relation to priorities</li> <li>■ Highlight problems but rarely suggest a solution</li> <li>■ Allow poor performance to persist without challenge or action</li> <li>■ Fail to acknowledge the contribution of others</li> </ul>	<ul style="list-style-type: none"> <li>■ Create, unrealistic, vague or uninspiring plans and a lack of clarity about what I expect from others</li> <li>■ Fail to plan effectively, leading to pressure on deadlines and resources</li> <li>■ Avoid making decisions that lie within own remit; I continually push decisions up</li> <li>■ Show intolerance of mistakes</li> </ul>	<ul style="list-style-type: none"> <li>■ Feel uncomfortable in letting others take measured risks</li> <li>■ Display indecisiveness in creating and providing organisation direction</li> <li>■ Lack confidence in making decisions without full and proper consultation</li> <li>■ Continue with ineffective approaches; repeating mistakes and overlooking lessons learned from previous change</li> </ul>