

Leadership and Culture in Merseyside – Why Is It Important?

Our behaviour individually and collectively is critical in how we get things done. We know that if we want to deliver our strategy effectively and treat people well, in our communities, with our partners and in our organisation, we need to be explicit about the behaviours we expect of people at all levels.

We all support our behaviour priorities of:

- Being a diverse and inclusive organisation
- Creating a culture of trust
- Working as ONE team
- Demonstrating our Just Principles – listen, lead, think and talk

Yet there are times when our behaviour and the way we act does not demonstrate this. To ensure we act consistently we have developed the Just Leadership Framework.

Its Purpose?

To help everyone clearly understand what is expected of them in terms of how they behave. When we have a common understanding of the expectations of all Merseyside officers and staff then we can support people to develop these skills and manage performance against these expectations. When we know what to expect of ourselves and others we can speak up when it is not visible and reinforce it when it is. This is the only way we will achieve an inclusive culture built on trust and deliver our strategy effectively.

Being a diverse and inclusive organisation requires us to ‘open’ our minds to others. If we are open to others, we create relationships based on trust and this enables us to work as One Team. How we think dictates how we act. The specific behaviours we need to demonstrate to do this are our Just Principles:

Listen / Lead / Think / Talk

These are our standards and values we expect everyone to believe in, understand and demonstrate, (on and off duty, in accordance with our Code of Ethics). Demonstrating these behaviours ensures we inspire the communities we serve and deliver the best possible service to our communities.

The behaviours associated with each principle are simplified using 3 broad bands:

- **Role Model for Our Standards and Values**
- **Leading Others**
- **Leading Department or Strategy**

Each band identifies the behaviours expected for creating a diverse and inclusive organisation based on trust, working as One Team, and living the Just Principles so we can deliver our strategy and inspire the communities we serve.

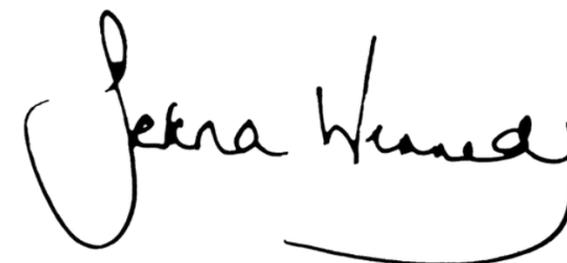
Everyone is expected to demonstrate Role Model for our Standards and Values

Some roles are required to demonstrate two bands

Some roles may need to demonstrate all three bands

Those who lead teams will be expected to demonstrate Leading Others as well as Role Model

Those who lead a department or strategy will be expected to demonstrate this third band.



Our Leadership Framework

JUST LISTEN

When we listen well, we are active, doing lots of things. Listening requires understanding emotions so we can show care & respect making it safe to speak – everyone is heard.

**ACTIVE LISTENING
CARE & RESPECT
EMOTIONAL INTELLIGENCE**

JUST LEAD

We must set direction & standards for ourselves first and be proud of who we are. Responsibility follows along with honesty and trust so we can all focus on doing our own job well.

**PRIDE & DIRECTION
RESPONSIBILITY
TRUST – HONESTY & HUMILITY
DELIVERY**

JUST THINK

With confidence in ourselves we can ALL make decisions in our role, be open to improving, adapting plans, and embracing change that moves the organisation forward.

**MAKING DECISIONS
CONTINUOUS IMPROVEMENT
ADAPTING PLANS
CHANGE**

JUST TALK

Talking and working together creates ONE team. We will enhance our ability to do this if we have the courage to speak up, sharing feedback and being open to new working relationships.

**TEAMWORK
COURAGE-SPEAKING UP
PERFORMANCE FEEDBACK
RELATIONSHIPS/COLLABORATION**



A Role Model for our Standards & Values

I am known as a role model. People talk about the good things I have done. People want to work with me.

JUST LISTEN

Active Listening

I listen to understand, so:

- I listen more than talk
- I don't judge what others say
- I am curious and ask for opinions

Care and Respect

I value and care about others, this is seen in:

- my body language
- warmth towards others
- the time I give people
- the genuine interest I show

Emotional Intelligence

I recognise and manage emotions:

- I don't have emotional outbursts or stop speaking to people
- I have healthy self-esteem (feeling good about myself, knowing I deserve the respect of others)
- I notice emotions in others & adjust my behaviour appropriately

JUST LEAD

Pride & Direction

I have pride:

- in my work & environment
- attitude & behaviour
- appearance
- honouring commitments

Responsibility

I accept responsibility for my job and behaviour, consistently delivering the results and behaviours expected of me

Trust – Honesty & Humility

I am honest, talking straight, but sensitive to the feelings of others so people trust me

Delivery

I am capable, having the knowledge, skills and behaviour to do my job (or I have a plan to work towards this)

JUST THINK

Making Decisions

I make decisions and solve problems, giving people confidence in me

Continuous Improvement

I look at ways to improve things, being proactive and getting support to implement my ideas

Adapting Plans

I recognise the importance of learning - reviewing what went well and what could be better without blaming anyone or being defensive

Change

I accept things change, so I ensure I ask questions to understand why so I can be positive and support change

JUST TALK

Teamwork

I am enthusiastic about working with others, sharing my knowledge, skills & experience without being asked

Courage –Speaking Up

I have courage, speaking up when things are wrong and challenging when people are left out, as well as supporting inclusion

Performance Feedback

I talk about performance, regularly asking for feedback and giving others feedback to improve personal effectiveness

Relationships/Collaboration

I build relationships, looking for relationships with people different from myself, so I learn and become a better person from their experiences



Leading Others

I am passionate about leading people and give this the time and energy to do it well. I recognise I deliver results by leading others, and this **IS** my job

JUST LISTEN

Active Listening

I am a skilled listener, so:

- I ask open questions & know when to stop talking
- In groups I encourage conversations between people rather than just getting my point across
- In my meetings all opinions are listened to, ideas are not ignored, and people feel good about their contribution

Care and Respect

I respect everyone and my listening demonstrates this, so:

- my positive interactions develop trust & everyone feels included
- I regularly reflect on what it feels like to have an interaction with me

Emotional Intelligence

I act on my emotional intelligence to create inclusive teams:

- I understand people's perception of me & the impact this has
- I work hard to understand the needs, feelings, and responses of others

JUST LEAD

Pride & Direction

I am proactive, setting out clear direction and agreeing plans with the team; people are engaged in what we are doing

Responsibility

I clarify role expectations and communicate standards and outcomes so people can get on and deliver

Trust – Honesty & Humility

I demonstrate humility - recognising I don't know everything, being prepared to ask for help and apologising when necessary

Delivery

I build trust by giving people autonomy and focusing on removing blockers to delivery rather than taking over

JUST THINK

Making Decisions

I am confident and decisive in my own area; this gives my team confidence and other departments want to work with us

Continuous Improvement

I encourage a learning mindset by regular informal reviews. People see the benefit of this approach as they can speak freely and own their own improvements

Adapting Plans

I spend time planning and organising my role – using data & feedback to review progress, ensuring I have the skills to deliver. I can focus on the priorities & adjust and communicate changes

Change

I am optimistic and energetic, challenging change so we get it right and then owning it (even if it's not my idea), so our people trust us and are secure in what we are doing

JUST TALK

Teamwork

I create teams that are truly diverse, implementing practices that drive this and remove excuses. I don't accept work done in isolation and challenge self interest

Courage – Speaking Up

I consistently demonstrate that I am prepared to have conversations on difficult topics, and I actively support those who show courage to challenge

Performance Feedback

I manage performance; people are aware of how I see their performance (strengths and improvements) and I am aware of what they need from me. My team is happy; they trust me to manage performance fairly

Relationships/Collaboration

I invest time to talk and build collaborative relationships for my team and me. I ensure I understand other's priorities and don't duplicate effort; working together and not in silos



Leading Department or Strategy

I focus on creating plans that are fit for the future, getting people excited to implement them. I look across the organisation & beyond, stopping, creating & aligning activities so we have the best chance of success.

JUST LISTEN

Active Listening

I continuously reflect on my behaviour and actions to ensure I never stop listening, which means:

- I can identify personal examples of addressing exclusion & creating inclusion
- I review decisions/plans/policies & communicate this; others are confident that I listen to all ideas

Care and Respect

I demonstrate I value others by enabling them to do their job, which means:

- I don't make decisions that are part of someone else's job
- I am reliable and deliver on commitments
- I trust the structure and use it, so I don't undermine people

Emotional Intelligence

I value emotional intelligence and:

- recognise/reward it
- coach others to use it openly to challenge behaviour which disrespects others however small it seems

JUST LEAD

Pride & Direction

I inspire others to action with my plans, owning them and bringing them to life when I talk

Responsibility

I have confidence in the jobs we have and hold people to account. I don't allow duplication of work or mixed messages. I review roles when things don't get done rather than reallocate tasks to others

Trust – Honesty & Humility

I am aware of how I act influences the behaviour of others and creates our culture. I am consistent and make it obvious what I condone and promote to drive an inclusive culture based on trust

Delivery

I drive efficiency and question how we do things (processes/systems/ policies). When there is a better way, I take responsibility to influence a change. I never circumvent the way we do things or assume it is someone else's responsibility

JUST THINK

Making Decisions

I review progress against plans, informally & formally, tracking data from multiple sources to inform decisions. I swiftly anticipate and react to changes and ensure people at all levels are engaged

Continuous Improvement

I am up to date with best practice in my area and in policing, using diverse sources of information to do this. People recognise me for this; it is evident in my plans and my actions

Adapting Plans

I take ownership for teams having the resources to deliver plans efficiently. I influence other departments to do this, or I adjust the plan to meet the resources available

Change

I recognise that adapting and changing is what we do. I don't take change required in my area as a personal criticism. I look for progress over perfection and regularly implement ideas from others which demonstrate this

JUST TALK

Teamwork

I take the lead for ensuring people support my plans internally & externally. I am proactive & communicate with impact. I deliberately bring together diverse groups to work collaboratively

Courage – Speaking Up

I encourage people to speak up. I am discreet; people trust me to confide and act on sensitive information. I am aware of my position and can identify internal & external sources who speak the truth to me

Performance Feedback

I take responsibility for progress against plans, talking regularly about what is and isn't working. I focus my feedback at the right person and avoid generalisations, which reduces trust. I look at my actions before I challenge the performance of others

Relationships/Collaboration

I am known for managing politics & relationships well, internally & externally. I see the links between activities and people, supporting them and removing barriers. I don't talk negatively about others who are not present. People want to collaborate with us

