

Behaviour	Senior Manager	Manager	Individual
<p><b>Leaders</b>  <b>We must lead the sector, setting new standards for excellence and inspiring others through our innovation and initiative.</b></p>	<ol style="list-style-type: none"> <li>Inspire confidence in and align others to the vision and strategy of the organisation both internally and externally.</li> <li>Be recognised by peers as leaders and influencers in the sector.</li> <li>Lead large, multi-disciplined and diverse teams.</li> <li>Set ambitious goals and motivate teams to exceed these.</li> <li>Encourage innovation and be willing to take risks where needed.</li> </ol>	<ol style="list-style-type: none"> <li>Enable teams and individuals to give of their best to achieve organisational plans.</li> <li>Stay abreast of new innovations and leading thinking internally and externally in the sector.</li> <li>Lead teams and/or discrete pieces of work.</li> <li>Set clear objectives, and direction. Coach teams to achieve these.</li> <li>Develop creative solutions to day-to-day issues.</li> </ol>	<ol style="list-style-type: none"> <li>Be an active ambassador for the organisation both internally and externally.</li> <li>Be relied on as a Subject Matter Expert in own field.</li> <li>Be an engaged and positive team member.</li> <li>Strive for and deliver excellence in own work.</li> <li>Think creatively and be open to new ways of doing things.</li> </ol>
<p><b>Authentic</b>  <b>We are known for speaking the truth and keeping our promises. We are dependable, transparent and eager to stand up for what we believe in.</b></p>	<ol style="list-style-type: none"> <li>Provide transparent leadership through clarity of what needs to be accomplished, setting out the strategy and plan to achieve this, aligning resources and laying out the direction of travel.</li> <li>Set-out clear objectives and deliverables for your teams thereby increasing our ability to state and then deliver on our promises.</li> <li>Exhibit high levels of integrity and trust in everything we do, standing up for what we believe in clearly and unambiguously.</li> </ol>	<ol style="list-style-type: none"> <li>Manage teams to deliver the strategy against the plan, being open and clear about what needs to be achieved and by when.</li> <li>Build and manage teams against clear objectives and targets and ensure delivery of what we promised.</li> <li>Have open discussions which are clear, respectful and honest in order to resolve issues which may be impeding success. Actively ensure that a culture of trust is built and maintained through openness to constructive criticism.</li> </ol>	<ol style="list-style-type: none"> <li>Contract, in advance, with others where resources need to be deployed from other areas of the organisation.</li> <li>Practice what we preach and actively review own work to ensure that we say what we do and do what we say.</li> <li>Be reliable and dependable always ensuring that appropriate action is taken to keep issues on track, escalating where this is appropriate.</li> </ol>
<p><b>Accountable</b>  <b>Our decisions are based on facts not opinions. We hold ourselves to account for our decisions and we monitor and evaluate our work, always focussed on taking action to improve the lives of children and young people.</b></p>	<ol style="list-style-type: none"> <li>Inspire others in our organisational mission and responsibility to service users and supporters.</li> <li>Stand by decisions, be accountable for actions and empower others to take responsibility to deliver their work on time and to budget.</li> <li>Champion evidence-based decision-making by ensuring all decisions are considered against available facts.</li> </ol>	<ol style="list-style-type: none"> <li>Ensure our service users and supporters are always at the heart of everything we do.</li> <li>Be actively responsible for ensuring all team work is delivered on time, within budget and to a high standard, taking difficult decisions where necessary.</li> <li>Evaluate opportunities and make decisions that are economically sound</li> </ol>	<ol style="list-style-type: none"> <li>Be impact-oriented, evidence-based and results-focussed in own work, considering the difference actions will make.</li> <li>Taking ownership for own actions, delivering on time to budget and learning from mistakes and striving for self-improvement.</li> <li>Support the development of evidence bases for decisions and/or new pieces of work.</li> </ol>

**Collaborative**  
**We are generous and inclusive in the way that we work together with both each other and our partners. We are joined up both internally by working across the organisation and externally by working in partnership; always listening, understanding and engaging.**

4. Be impact-focussed in all work and decision-making, always putting the interests of children first.	that will deliver positive changes in the lives of children.	4. Proactively lead on the monitoring and evaluation of work and gathering of meaningful data.	4. Support ongoing monitoring and evaluating of what we do in a meaningful and constructive way.
1. Champion cross directorate working always considering the organisation and its beneficiaries before individual/team priorities.	1. Lead cross-organisational initiatives, managing staff from other teams in the delivery of common aims.	1. Deliver corporate communications in a fashion that's relevant to your teams.	1. Work effectively with colleagues across the organisation and wider team members to contribute to team goals and wider organisational outcomes.
2. Provide strategic communications internally and externally and take a consistent approach in delivery of the message.	2. Engage in and manage partnerships ensuring these are constructive and productive.	2. Manage in an inclusive and respectful manner ensuring that others are consulted on key issues which impact them and their work.	2. Engage in, and actively seek out, new information from across the organisation.
3. Seek out, develop and build external partnerships across the sector and supporter base.	3. Embed organisational culture and proactively ensure staff model and are regularly measured against the agreed organisational behaviours.	3. Investigate presenting issues and work with others to co-create and co-produce effective solutions.	3. Communicate in an appropriate, inclusive way. Treat all individuals encountered on a professional basis in a non-judgemental basis and with respect and warmth.
4. Champion inclusivity and diversity in teams and across the organisation.		4. Understand and demonstrate agreed organisational behaviours.	
5. Champion organisational culture, bring the organisational values and behaviours to life through driving and setting clear expectations and standards and be a role model for the organisation behaviours.			

**Committed**  
**We are tenacious and driven, making hard choices for long term benefits. We have consistently dedicated ourselves to exceeding our best through our determination and resilience.**

1. Lead by example through personal drive and determination.	1. Demonstrate dedication to organisation goals rather than individual gain.	1. Be self-motivated and consistently deliver on own objectives.
2. Inspire others to exceed external benchmarks and recognitions.	2. Manage tasks/projects through to full completion.	2. Be receptive to feedback and deliver agreed actions on time to budget.
3. Have the courage to make hard decisions and stand by them and the flexibility to adapt to changing circumstances.	3. Demonstrate sound decision-making, including seeking advice where appropriate and being adaptable to changing circumstances.	3. Recognise, respect and support difficult decisions.
4. Lead through the complexity and ambiguity tenaciously.	4. Overcomes challenges and obstacles and is resilient.	4. Comes up with solutions and holds oneself to account.

**Challengers**  
**We push ourselves to do more, working outside our comfort zones; we challenge perceptions, behaviours and attitudes.**

1. Enable appropriate risk-taking and develop a constructive space for failure and learning.
2. Actively promote successes internally and externally.
3. Visionary and proactive in driving a culture of ideas and innovation.
4. Confront hard truths in all that we do, unafraid to go against the grain.

1. Lead teams in taking appropriate risks, learning from failures and adapting based on feedback.
2. Recognise and celebrate team and individual successes.
3. Enable people to reach their true potential through objective-setting, development and support.
4. Constructively challenge negative attitudes internally and externally.

1. Be open to constructive feedback and personal improvement.
2. Support successes in direct peer group and beyond.
3. Be willing to work outside of own comfort zone, including being flexible and adaptable to change.
4. Positively challenge and engaging others in discussions.

**Enterprising**  
**We see opportunity in all areas of life and we are skilled enough, confident enough, creative enough and disciplined enough to go after it and seize it. We are constantly looking for advantages and opportunities that will make a difference. Always seeing the future in the present, always with the courage to lead the way.**

1. Support innovation and change, and promote new ways of working/thinking.
2. Ensure new ways of working are actively mobilised and the impact of these arrangements reviewed.
3. Lead horizon-scanning and strategic development for new and potential opportunities.
4. Broker opportunities for growth or develop partnerships that will add greater value.

1. Empower staff to generate ideas and opportunities for new ways of working/thinking.
2. Ensure there are detailed plans to embed new ways of working with performance clearly monitored against these requirements.
3. Actively seeking opportunities to build networks and be an ambassador for children.
4. Invest in recruiting, developing and retaining enterprising staff who have a can-do attitude.

1. Use initiative and creatively look for alternative ways of working while utilising resources and data already available.
2. Be change-oriented and embrace new ways of working.
3. Actively participate in areas outside of immediate environment and respond positively to new opportunities.
4. Engage with confidence in positive conversations about the work that we do.