CORE STANDARDS FOR ALL MANAGERS

- **Motivate Teams, Individuals and Self**
- **Manage Staff Performance**
- **Promote and Celebrate Diversity**
- **Improve Service Delivery**
- **Manage Projects**
- **Promote Customer Focus**
- **Effective Communication and Engagement**
- **Solve Problems and Make Decisions**
- **Work with Partners and Members**

1. Motivate Teams, Individuals and Self

We want Managers to motivate teams and individuals to achieve results and:-	We don't want Managers to:
- provide direction and energy to achieve objectives - involve all staff in discussions by encouraging the sharing of ideas and opinions - build a sense of being valued and being part of a service which is exciting and worthwhile - regularly use "thank you" and "well done" in a genuine and sincere way - celebrate achievements - recognise the different motivators of their staff - show by example the importance of engaging in professional development - show trust, honesty and respect - give regular constructive feedback on performance - encourage and value contributions from team members - create time with staff for discussions about their performance and development	- fail to listen, support and involve staff - undervalue the importance of staff morale - show inconsistency and unfairness - ignore the importance of "work / life" balance - fail to generate commitment or excitement for a course of action

2. Manage Staff Performance

We want Managers to encourage excellent performance and:-	We don't want Managers to:
- articulate and demonstrate excellence within their Service - set and agree SMART objectives and performance standards - regularly monitor performance against targets - provide honest, truthful and timely feedback to teams and individuals on their performance - take appropriate action to resolve performance issues successfully - regularly identify development needs of staff in relation to present and future service delivery - enable development needs of staff to be met creatively - evaluate impact development of staff on the individual and the service - coach and mentor staff and other managers effectively - strive to uphold the principles of Investors in People - encourage staff to assess their own performance and identify any associated development needs	- fail to appraise staff - fail to address poor performance - ignore the development needs of staff

3. Promote Cohesion and Celebrate Diversity

We want Managers to value diversity whilst encouraging integration and:-	We don't want Managers to:
- recognise the value of cultural, ethnic, gender and other individual differences - understand and promote policy on equal opportunities and diversity - challenge inappropriate behaviours, attitudes and practices - deal with people as individuals, treating them with fairness, dignity and respect - enable all diverse communities to make use of council services	- use bullying tactics - assume all people are the same - denigrate issues of equality and diversity

4. Improve Service Delivery

We want Managers to encourage excellent service delivery and:-	We don't want Managers to:
- seek and make effective use of information to aid decision making - monitor, review and evaluate delivery of the service in relation to service standards and performance indicators - challenge current working practices - promote culture of continuously improving service delivery - consult with and encourage the opinions of others	- be complacent about the need to continually monitor, review and improve services - disregard opinions and ideas of others

• effectively plan and optimise the use of financial, human and other resources • overcome challenges to deliver high quality transformational outcomes • respond positively to findings of inspections and implement agreed actions	

5. Manage Projects

We want Managers to ensure that all projects deliver corporate objectives and:-	We don't want Managers to:
• deliver transformational change through practical and visionary solutions • contribute towards key strategic outcomes • comply with the Council's approach to project management • have a clear business case with planned resources and deliver measurable benefits • rigorously review progress against objectives	• refuse to accept change • allow things to drift • allow funding opportunities to dictate the initiation or scope of projects • ignore the Council's project management process

6. Promote Customer Focus

We want Managers to focus on the needs of our customers and:-	We don't want Managers to:
• know who their customers are and listen to them • communicate service standards	• neglect to respond to customer needs • fail to update their customer service skills

• respond to customer complaints and service requests with honesty and respect • treat the customer well • set an example of good customer service • evaluate customer service	• adopt a negative attitude to customers

7. Effective Communication and Engagement

We want Managers to:-	**We don't want Managers to:**
• use appropriate media to communicate to diverse audiences • convey written and verbal information in clear concise language • plan and deliver appropriate communications to stakeholders • actively listen and act accordingly • use appropriate non verbal behaviour • deliver an effective presentation • communicate vision, values, and performance targets in ways that are meaningful to team members and colleagues • actively seek out information important to the team and individuals.	• fail to listen and communicate • just agree for the sake of it • disregard writing in plain English (KIS principles) • be reluctant to share information, preferring to keep details to themselves • rely heavily on emails and report writing to communicate. • believe communication is one way and not encourage consultation, feedback or comment. • communicate only when provoked as a reactive process

	• concentrate on only one communications channel

8. Solve Problems and Make Decisions

We want Managers to:-	**We don't want Managers to:**
• use a systematic approach to problem solving based on facts • collate and analyse information to arrive at timely and considered and informed decisions • apply creative solutions to problems • monitor and evaluate the effectiveness of their solutions • promote a sense of ownership by involving staff and stakeholders in decision making • be able to achieve strategic and business outcomes within a risk management framework • understand the governance and control framework in which they operate	• jump to conclusions • apply solutions without proper testing • excessively impose their ideas on others • make decisions on the basis of prejudice • constantly refer straight forward issues to their managers • make decisions without consideration of resources, legal, financial or other governance issues • ignore statutory and regulatory obligations

9. Work with Partners and Members

We want Managers to:-	We don't want Managers to:
- work collaboratively across services and directorates to deliver corporate excellence - work collaboratively with external partners to deliver excellent service and win-win solutions - seek opportunities for partnership working at a local, regional, national and European level - clarify expectations, objectives and working arrangements of partnerships - contribute effectively to multi-partner projects - understand the democratic process within Leeds City Council and recognise the political accountability of Members - have a positive approach to informing and consulting Members to support them in their role - recognise the impact of Government and legislation on Council strategy and services - understand the respective roles of Members and Officers in Policy development & decision making	- overlook the benefits of cross directorate working - be unprepared to make corporate contributions when called upon - view partners as competition - disregard joint decisions and focus solely on their own agenda - fail to deliver on agreed actions - fail to work constructively with Councillors