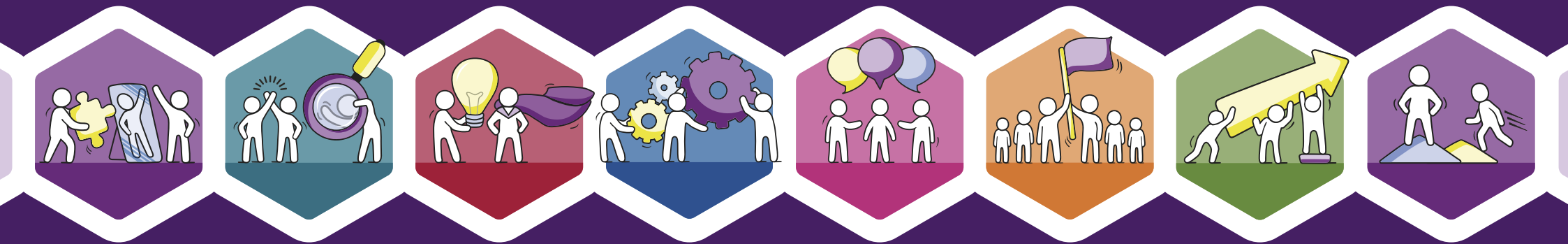


# AcademiWales



Llywodraeth Cymru  
Welsh Government

## Leading in the Welsh Public Service – a leadership behaviours framework for senior leaders



## Introduction

We are at the beginning of a fundamental shift toward more empowered citizens and communities and a more enabling state. At no time has effective leadership been more important.

As the One Welsh Public Service, we have been provided with clear messages about what we are charged with achieving. This will be accomplished through:

- The Wellbeing of Future Generations (Wales) Act 2015
- The Social Services and Well-being (Wales) Act 2014
- The Environment (Wales) Act 2016; and
- Programme for Government 'Taking Wales Forward' (2016)

We need to create a leadership culture that cuts across organisational boundaries and sectors. Everyone in Wales needs to be part of this common endeavour, sharing common values and working and leading together to deliver the well-being goals.

Our *Public Service Values* guide how we work and how we need to shape our current and future cultures. *Leading in the Welsh Public Service* describes leadership behaviours that will enable our people and therefore our organisations to flourish.

The *Leading in the Welsh Public Service* leadership behaviours framework forms the basis of the leadership development activity designed and developed by Academi Wales for senior leaders and those aspiring to a senior leadership role.

The aim is for the leadership behaviours to:

- play a significant role in creating a stronger Welsh public service
- improve the quality and provision of our Welsh public services; and
- inform the provision of high quality shared development and personal learning opportunities for people across all parts of the public service in Wales.

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# Leading in the Welsh Public Service

Leading in the Welsh Public Service provides a guiding framework for senior leaders, supporting them in choosing and continually developing appropriate leadership behaviours.

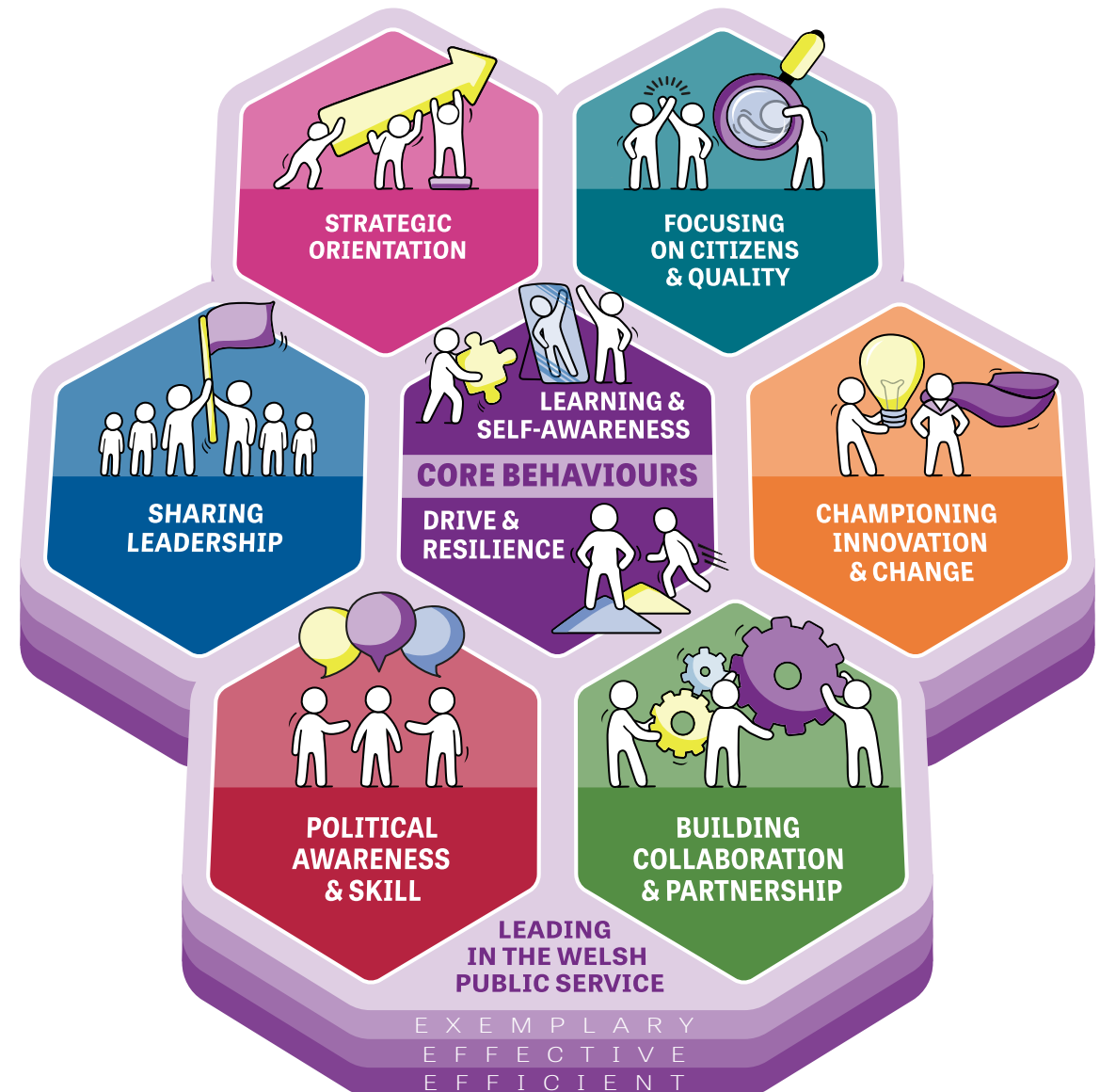
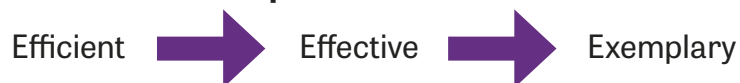
The eight leadership behaviours are:

- Learning and Self-Awareness – core
- Drive and Resilience – core
- Focusing on Citizens and Quality
- Championing Innovation and Change
- Building Collaboration and Partnership
- Political Awareness and Skill
- Sharing Leadership
- Strategic Orientation

The two core leadership behaviours – Learning and Self-Awareness and Drive and Resilience, underpin the other six behaviours and enable a person to sustain a high level of healthy performance over time. They are of central importance to learning and adapting to changing needs; recognising that the skills needed for tomorrow may be very different to those needed today.

As an individual draws on their strengths to address their challenges and as they work to develop those areas they are not so strong in, it is probable that they will be performing with different levels of ease across the behaviours. Therefore examples of the behaviours are provided at three levels of development to aid senior leaders in assessing their own behaviour and in focusing their development.

### 3 Levels of Development



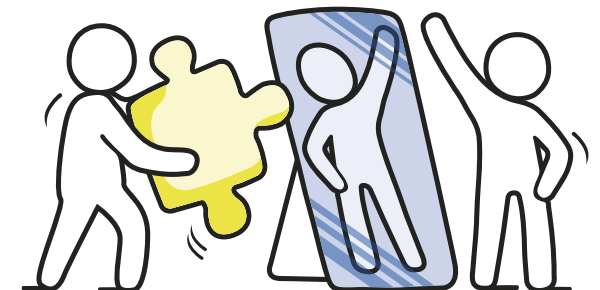


## Core Leadership Behaviour: Learning and Self-Awareness

**What it is:** This behaviour relies on the individual's capacity for learning from experience and feedback. Once feedback is received the individual is then able to grow and improve by making accurate and objective self-assessments using this knowledge to adapt one's approach to different challenges. It requires giving time to appropriate and focused development activities.

**Why it matters:** This core behaviour is essential for an individual's growth and improvement. It will support a leader in reducing repeated mistakes, creating a positive attitude and promoting behaviours that embrace learning and raised self-awareness. It will enable the full development of other key behaviours needed for a high level of performance and support the individual in reaching their true potential as a leader.

**What it is not:** Showing little interest in self-assessment or feedback, or just 'appearing' to do so. When completed, self-assessment is inaccurate; over or under optimistic in nature and content. Avoiding or passively accepting development opportunities with little or no resulting changes. Unwilling to 'own' mistakes or to learn from them. Taking little or no responsibility for impact on others – looking to blame external sources or others – showing a lack of emotional self-awareness or learning. Focusing so much on the immediate demands of the task that there is no time or opportunity to reflect on performance.



# Core Leadership Behaviour: Learning and Self-Awareness

| Efficient Behaviours   | Effective Behaviours   | Exemplary Behaviours   |
|--|--|--|
| <ul style="list-style-type: none"> <li>■ Reflects on personal style and can make an accurate and objective assessment of own performance.</li> <li>■ Shows improved self-awareness and use of own strengths.</li> <li>■ Shows empathy in recognising emotions in self and others and managing their own response to them.</li> <li>■ Actively seeks learning opportunities and feedback and as a result, adapts own performance to different work situations.</li> <li>■ Gives time and priority to own development activity.</li> <li>■ Anticipates and addresses development needs in terms of future demands and requirements and not just the present.</li> <li>■ Keen to engage with new ideas, theories and concepts.</li> </ul> | <ul style="list-style-type: none"> <li>■ Displays a higher level of learning agility; is responsive and able to apply knowledge appropriately to new situations.</li> <li>■ Has a strong drive to develop new areas of expertise and knowledge; constantly seeks to refresh learning.</li> <li>■ Learns from mistakes and successes, and deliberately explores the implications of failure to ensure improved approaches in the future.</li> <li>■ Is mindful; possesses insight into personal motives, emotions and attitudes, and how these may influence behaviour and reactions in self and others.</li> </ul> | <ul style="list-style-type: none"> <li>■ Acts as an outstanding role model for continuous growth and learning; has a sophisticated, personal development plan in place.</li> <li>■ Scans full extent of own environment for feedback on own performance and new sources of knowledge and skill, demonstrating their own commitment to learning.</li> <li>■ Deliberately engages others in collaborative reflective practice and openly shares learning with others.</li> </ul> |



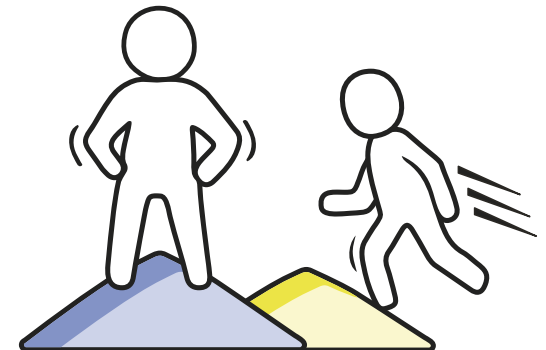


## Core Leadership Behaviour: Drive and Resilience

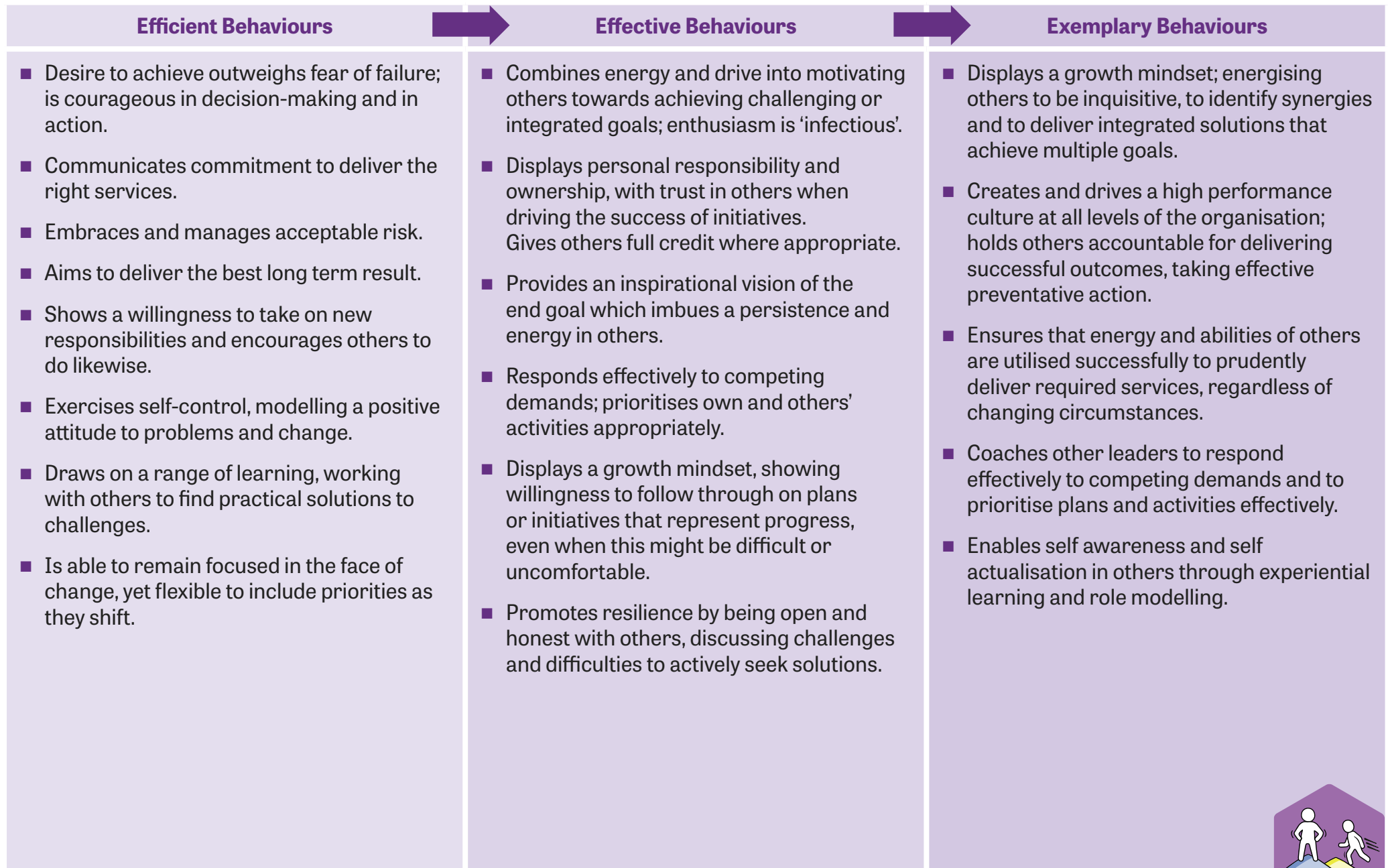
**What it is:** Remains focused and positive and displays an appropriate level of self-confidence in the face of difficult circumstances. Recovers quickly from setbacks and maintains own and the team's morale. Sets demanding objectives and tackles them with energy, pace, passion and determination, and inspires the same level of energy in others. Displays realistic optimism when responding to challenges.

**Why it matters:** Demonstrates commitment to delivering the right services for citizens. To improve performance and cope with the pressures of turbulent change, leaders need both a high level of drive and resolute persistence in following through on objectives, along with the ability to develop this attitude in the rest of the team. Shares common goals and the pressure arising from setbacks, reduces isolation and ensures the best use of resources.

**What it is not:** Driving forward without checking that you have brought the team and wider stakeholders with you. Assuming that because you can cope with pressure everyone else in the team can too. Becoming overly cautious and inhibited at the first sign of a setback, failing to accept or seek help. Setting unrealistically high aspirations or targets. Holding to a fixed mindset.



# Core Leadership Behaviour: Drive and Resilience



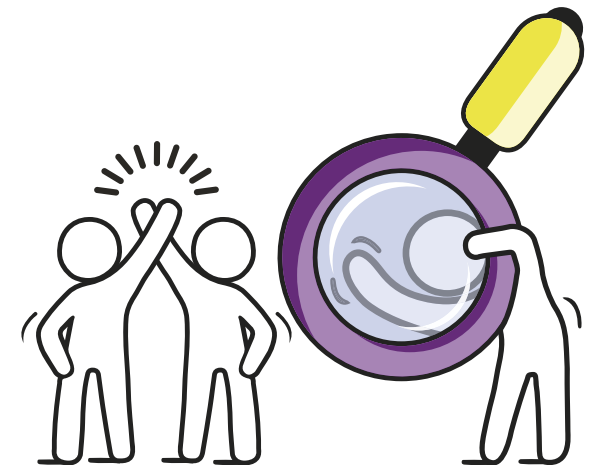


## Focusing on Citizens and Quality

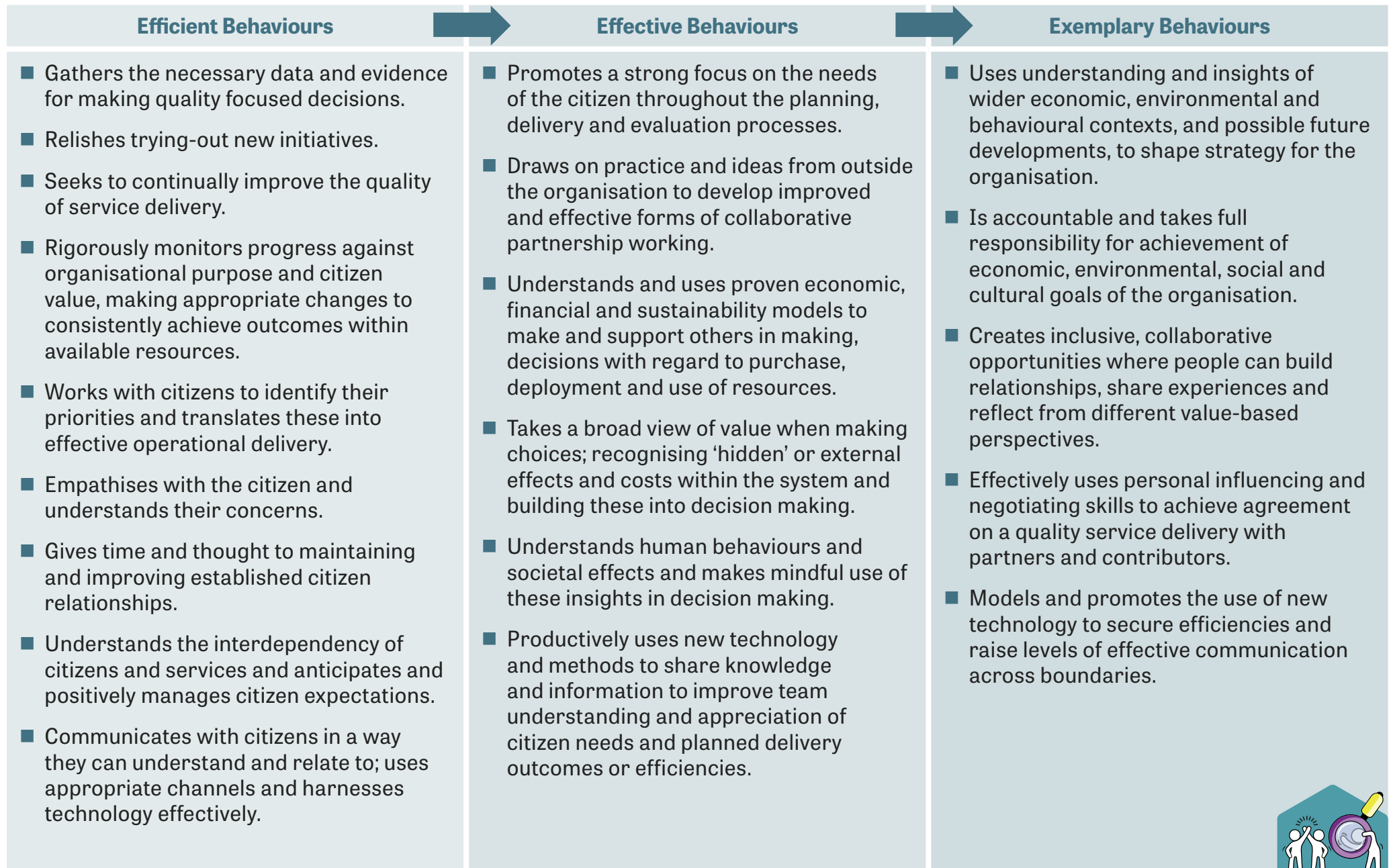
**What it is:** This behaviour is about identifying economic, environmental, social and cultural issues and using these to pinpoint which innovative ways of working will deliver quality services. Gathering the necessary data and evidence for making sound organisational decisions, being collaborative and relishing new initiatives. Tailoring one's approach to meet citizen needs and communicating with citizens in a way they can understand and relate to.

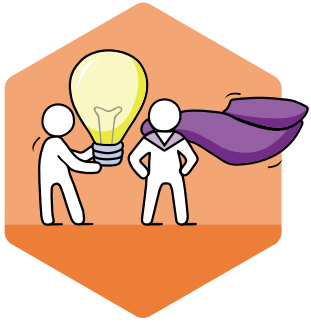
**Why it matters:** Having a sharp focus on quality and a genuine concern for the citizen, will mean that both decisions and delivery will involve the citizen and deliver what is important to them.

**What it is not:** Being closed-minded to a more values-driven and citizen-centred approach. Believing that quality must be at the expense of value-for-money and speed of delivery. Having a narrow definition of value e.g. based on least internal cost. Adopting a 'one size fits all' approach to citizens and generally failing to consider their perspectives and needs.



# Focusing on Citizens and Quality



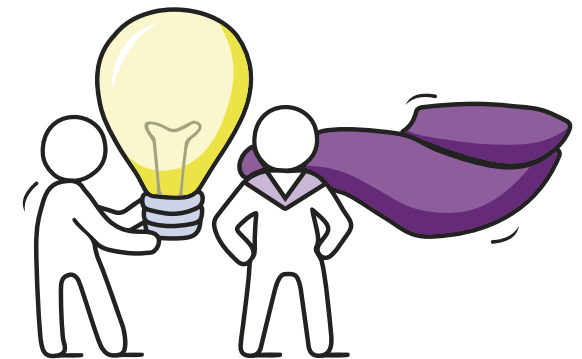


## Championing Innovation and Change

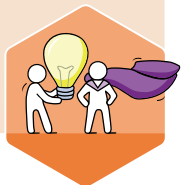
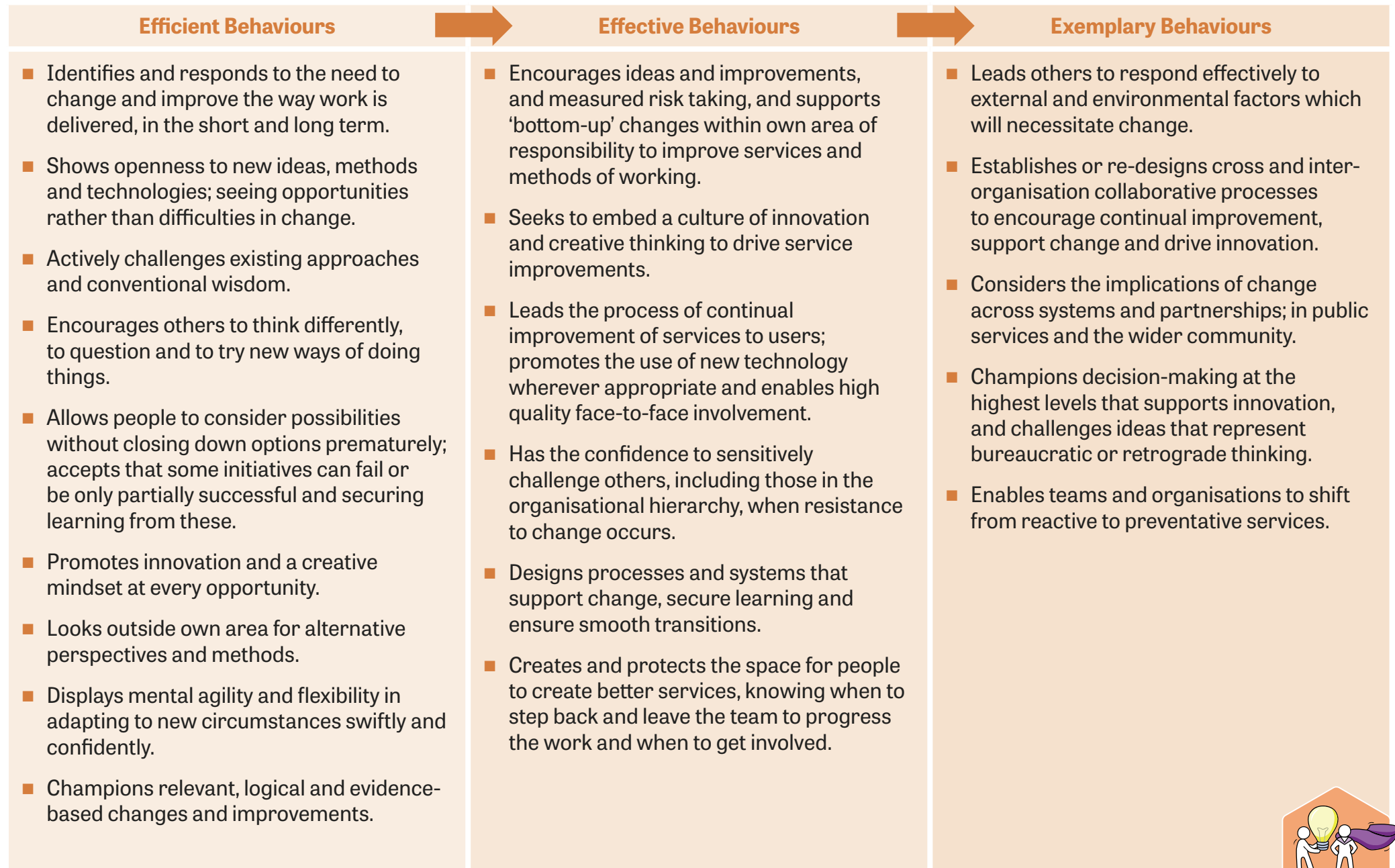
**What it is:** This refers to the behaviour of leading innovation and change throughout the organisation and partner organisations to improve the delivery of services. It stems from a deep understanding of what the long term opportunities of change, improvement and prevention are and their relationship to delivering quality services. Alongside this, it is about having realistic ideas for addressing these opportunities – underpinning this is a level of intellectual openness and agility. Finally it is about having an ability to inspire other people to embrace change and to be adventurous and creative in their thinking and delivery.

**Why it matters:** To be effective, leaders must be able to operate in an environment that is uncertain, often ambiguous and constantly changing. They need to foster creativity and accept a degree of risk to bring about improvement, and to encourage the same mindset in their teams. Leaders need to be prepared to embrace and understand the advantages of harnessing old and new technologies for managing and delivering public services in an adaptive way. Retaining accessibility to older technologies alongside the added benefits of what is 'new' as appropriate.

**What it is not:** Championing innovation does not mean embarking on initiatives that have not been properly thought through, nor does it mean cascading ideas downwards with little participation from the team. It is not about change for change's sake nor is it about resisting change; preferring or being unwilling to challenge existing methods or ideas, preferring to remain working within an established comfort zone. It is also not about continuing to support reactive 'stop-gap' measures without taking time to analyse deeper trends.



# Championing Innovation and Change



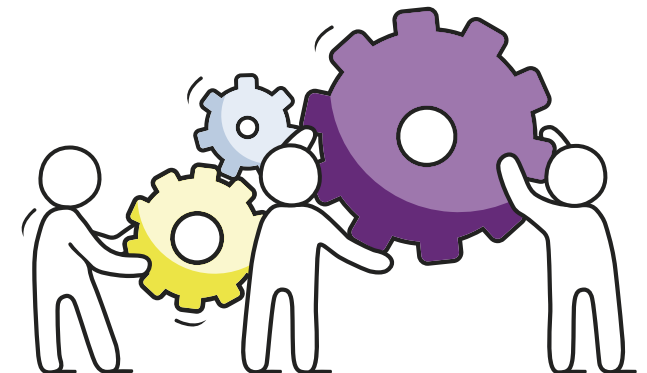


## Building Collaboration and Partnership

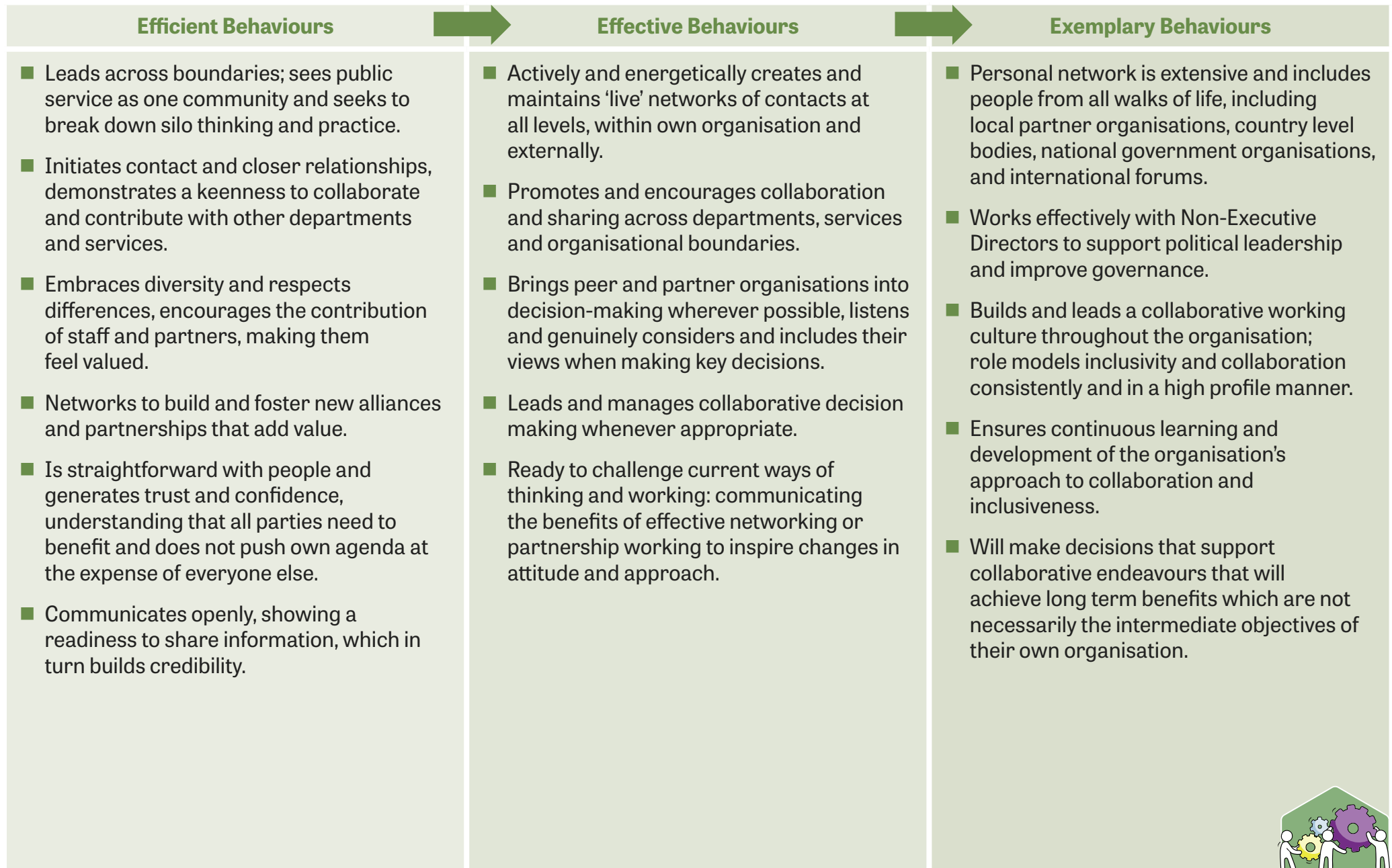
**What it is:** Building collaboration and partnership is about creating diverse alliances and partnerships that add value rather than settling for what is familiar, comfortable and already in place. Crucial to this is encouraging the contribution of team members and partners and making them feel valued.

**Why it matters:** Effective leaders will do everything they can to generate higher levels of trust and confidence to break down silo thinking and see the public service as one community, to reach out to potential partners to build collaborative enterprises that will assist in delivering more effectively in future.

**What it is not:** Appearing to collaborate but using information to push one's own agenda at the expense of others – failing to realise that there has to be something in it for all. Withholding information that could be shared. Relying on existing contacts rather than generating new relationships. Failing to learn lessons from previous collaborations; withdraws involvement from collaborative activities before successful outcomes achieved.



# Building Collaboration and Partnership





## Political Awareness and Skill

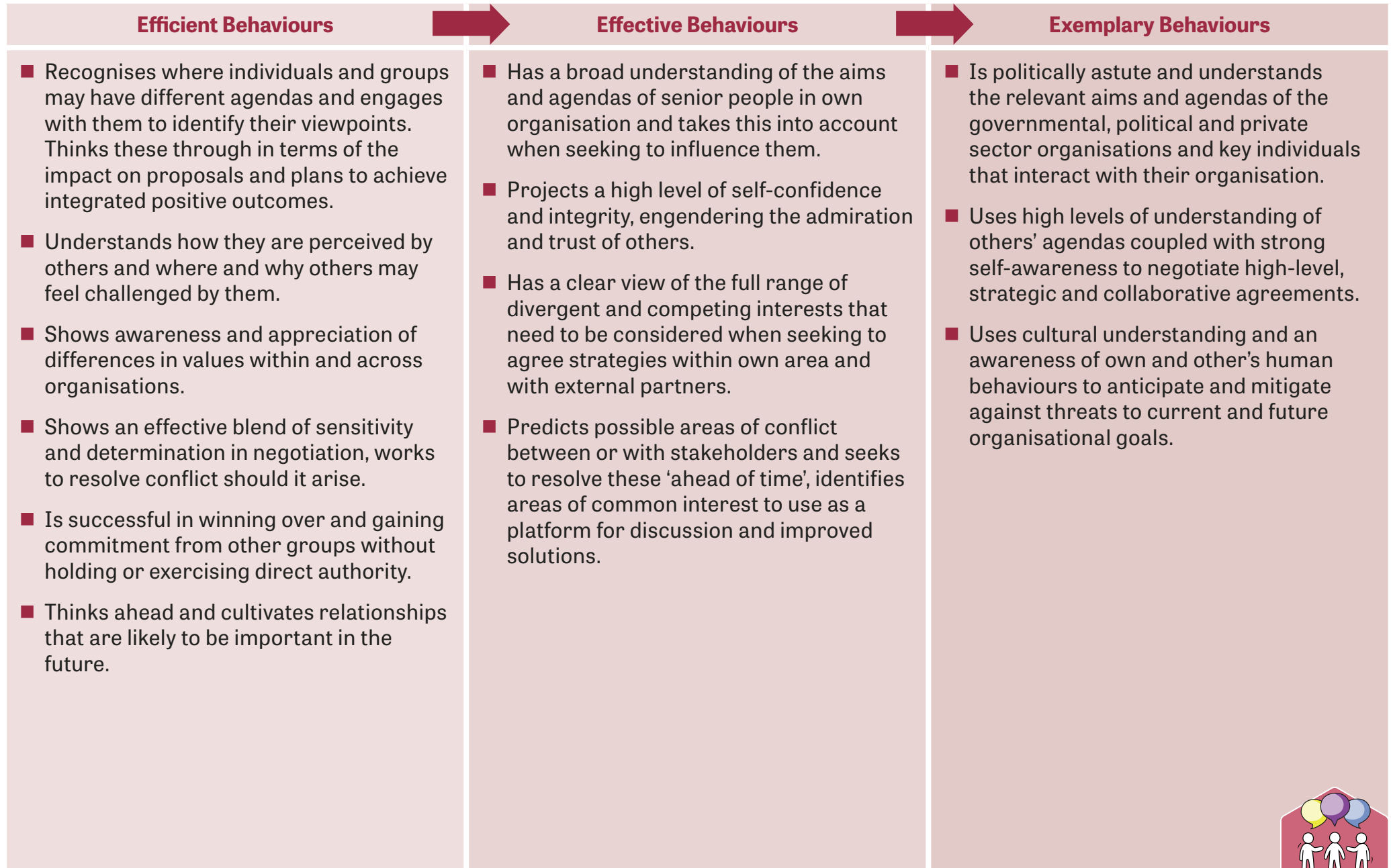
**What it is:** Political awareness and skill relates to political astuteness in leadership. It shows an awareness of how others may see you and interpret your behaviour and how you use this information to anticipate and understand their behaviour and viewpoint. It requires sensitivity in handling negotiations and in managing conflict, and the ability to gain commitment without holding or exercising direct authority.

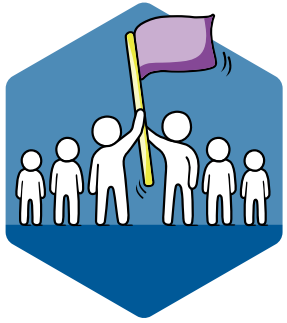
**Why it matters:** Organisations of all kinds find themselves in an increasingly complex environment and one where success will often depend on building partnerships and strategic alliances. The challenges of doing this will place a premium on handling internal and external contacts with sensitivity and astuteness.

**What it is not:** This is not about exercising influence over others to achieve one-sided advantage or personal gain. Nor is it about being unable to deliver tough messages or take a firm stance when needed.



# Political Awareness and Skill



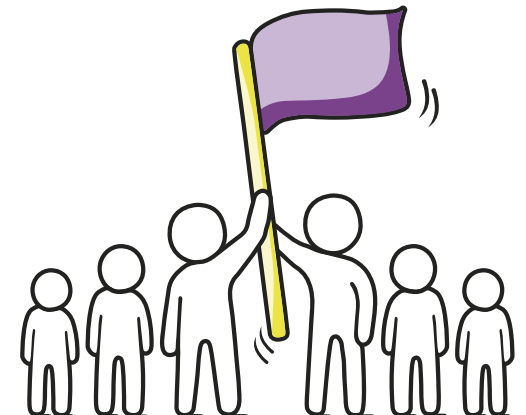


## Sharing Leadership

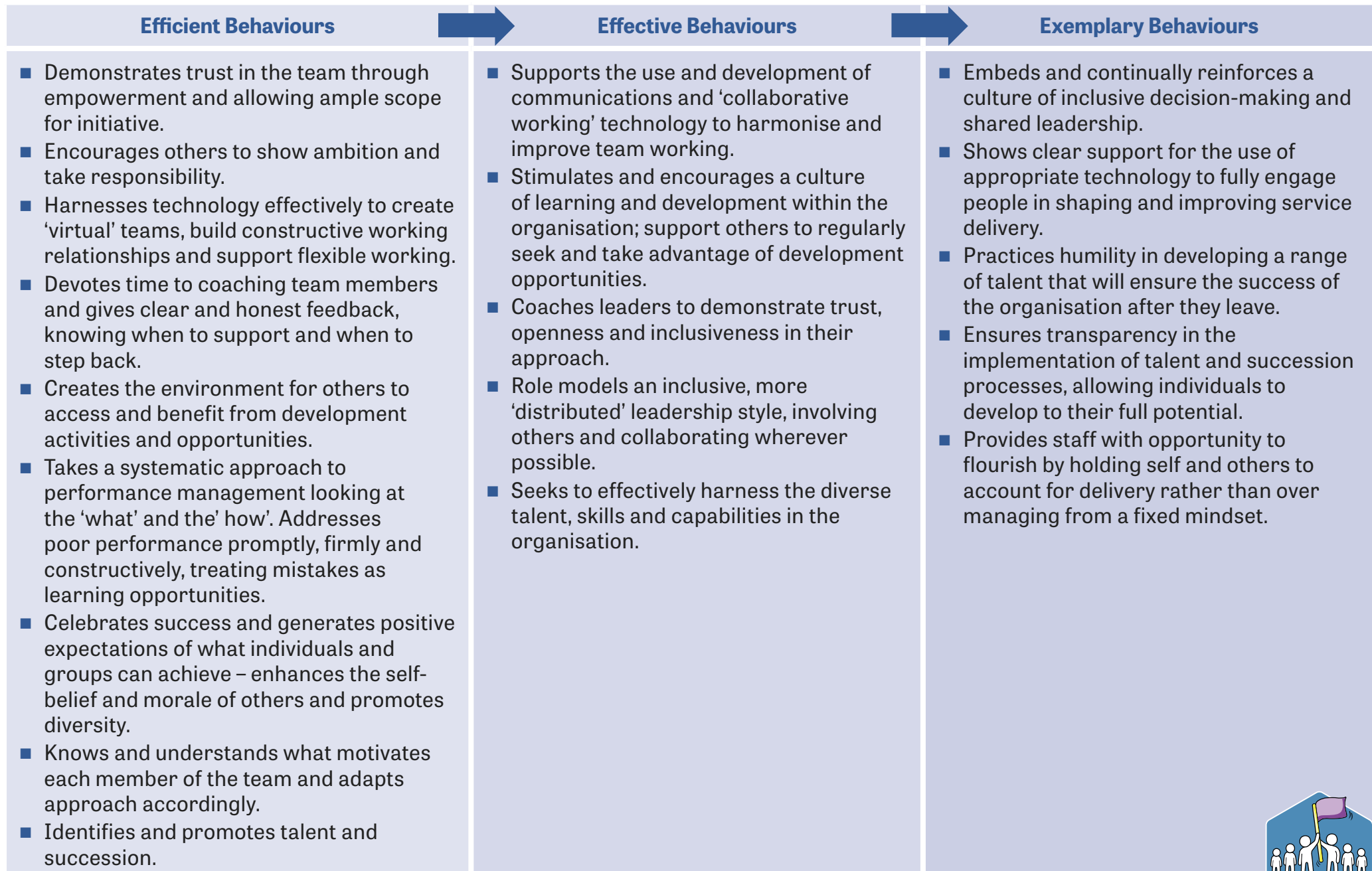
**What it is:** Sharing leadership involves demonstrating trust in the team through empowerment and allowing ample scope for initiative. By showing an understanding that leadership is often more effective when shared, it encourages team members to show ambition and to take responsibility. Understanding, addressing and building individual and team motivations, knowing when and how to support.

**Why it matters:** Releasing the potential of team members and creating an environment where team members and wider stakeholders can feel part of and identify with the shared vision produces optimal performance. As organisations increasingly harness new technology to allow flexible and 'location independent' working, leaders must embrace communication through a variety of channels.

**What it is not:** Simply being directive and expecting others to follow. Continually checking on progress and getting over involved in detail. Taking sole credit for successes, focussing on what others do wrong, failing to celebrate or acknowledge others achievements or talents.



# Sharing Leadership





## Strategic Orientation

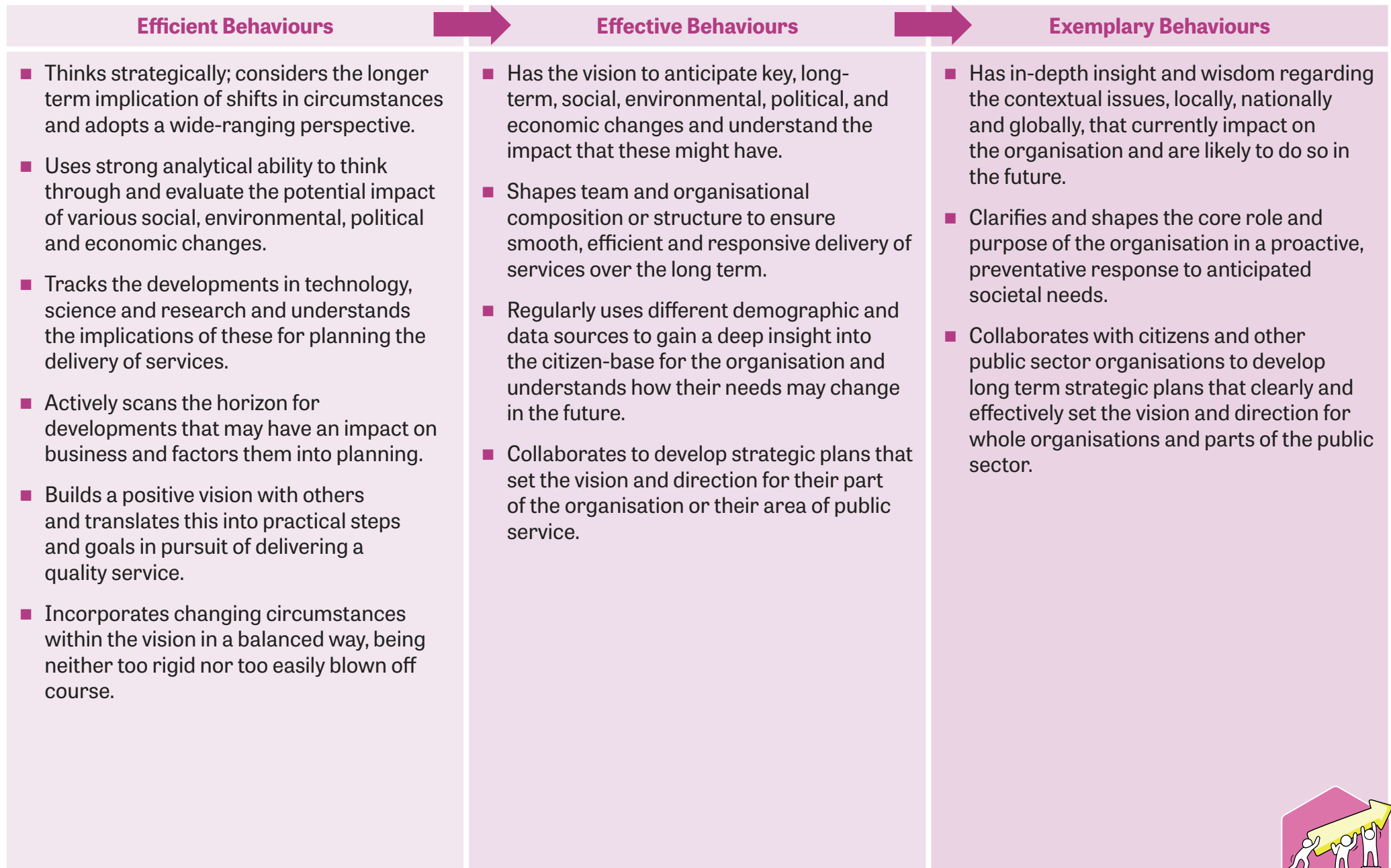
**What it is:** Strategic orientation is about engaging with others to build a vision of the future whilst considering the longer term implications of shifts in circumstances. It requires strong analytical ability to think through and evaluate the potential impact of various social, environmental, political, economic and technological changes, translating these into practical steps and goals.

**Why it matters:** Leaders must focus on the deeper and wider long term picture on behalf of their organisation and team. Leaders need to be ahead of the game and to actively scan the horizon for developments that may impact on their existing plans and priorities both now and in the foreseeable future.

**What it is not:** Being strategic is not a licence for intellectual speculation detached from organisational needs – it has to be grounded in the need to maintain and improve performance. It is not a reactive response to shifts in circumstances which could result in changing direction too readily and quickly.



# Strategic Orientation



# Acknowledgements

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Mae'r ddogfen yma hefyd ar gael yn Gymraeg.

This document is also available in Welsh.