

Introducing the Leadership Expression

I'd like to introduce the Leadership Expression for Sutton. I'm excited about this new tool and feel confident that it will support us all in displaying the kind of leadership we need to help us fulfil our vision and purpose.

Leadership can't be just a tick box exercise, done in a very prescribed way. Leadership has to be authentic and true to who you are. When we talk about leadership, it's easy to think that this work relates only to designated *leaders and managers*, but nothing could be further from the truth. To help us achieve our aims we need **everyone** to be **involved**, every role, every opportunity, every single day. We simply can't do it without you, your colleagues and your teams.

We want everyone to use the Leadership Expression tool to guide how we recruit, develop, and grow the right leadership across our organisation. I'll be using this myself and with my team and I hope you will find it useful and be able to use it with your colleagues to develop and model personal leadership and development that will help you achieve your full potential and impact the entire organisation.

Please take time to read this guide to understand the Leadership Expression, discuss it with your colleagues and share it with your teams. It includes a range of resources and information that will help us all develop and express the right leadership for our community.

Many thanks

Jess



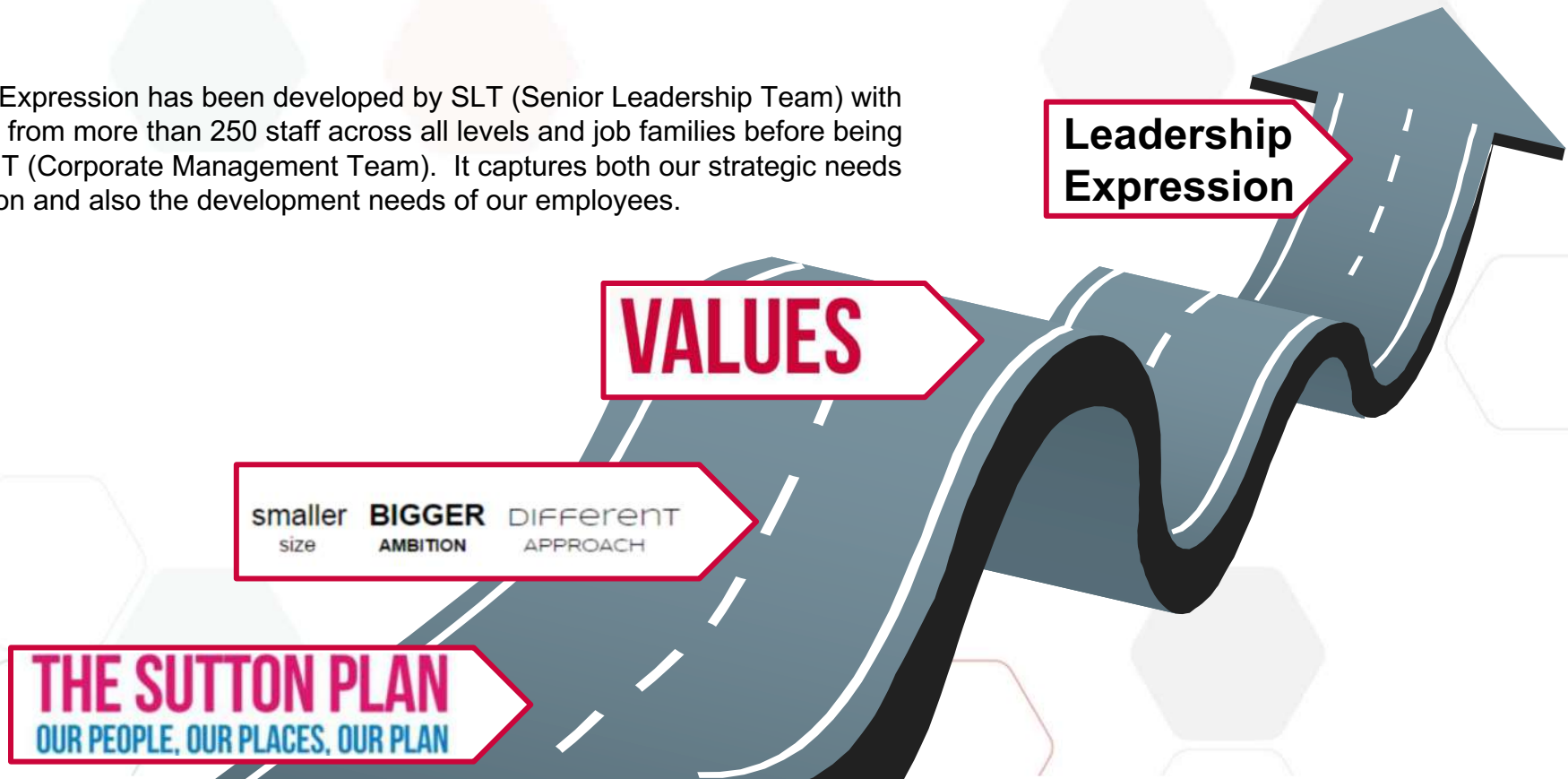
Jessica Crowe
Assistant Director -
Customers, Commissioning
and Governance

Leadership means **every role, every opportunity, every day.**

Introducing the Leadership Expression

When we finalised the Smaller Bigger Different project outcomes, we knew that our existing leadership would need to improve to meet our ambitions. The Leadership Expression is a way of supporting all our employees in understanding and living out the leadership we aspire to. It provides all of us with a tool to help assess our own performance, plan our development and achieve our potential.

The Leadership Expression has been developed by SLT (Senior Leadership Team) with input and review from more than 250 staff across all levels and job families before being approved by CMT (Corporate Management Team). It captures both our strategic needs as an organisation and also the development needs of our employees.



Leadership means every role, every opportunity, every day.

The leadership Expression statements

Leadership is not simple, but you can help others to understand it by modelling these behaviours. Use them as a tool for self-reflection: how do you do what it says in the statement and how could you be doing it even more?

People Focused	Responsible	Innovative	Diverse	Enterprising
Thanks people for their work and recognises their achievements.	Leads by example to give their best and achieve things together.	Makes complex situations simpler for everyone.	Respects and embraces all types of diversity.	Builds collaborative opportunities to improve outcomes for all.
Accepts people's differences and is concerned for their needs.	Knows the impact of what's important politically and why.	Adapts services and seeks change to make a positive difference.	Makes time and space for different views and perspectives.	Uses a variety of information to make good decisions.
Communicates honestly in the right way to get the best from people.	Seeks feedback to learn from the past and improve performance.	Embraces new technology and better ways of working.	Values everyone's contribution and experience without bias.	Gets the best from resources to improve our financial situation.
Joins activities up to make services better for our community.	Delivers what they say and performs well under pressure.	Considers the impact of actions across the wider organisation.	Understands the constraints and challenges people face.	Identifies new financial opportunities and develops them.
Gets people thinking about our vision and purpose.	Places customers needs at the heart of constructive decisions.	Brings innovation through their learning and development.	Uses the diverse skills and experience of colleagues.	Thinks commercially to source new funds for our community
Empowers and Inspires others to be accountable and fulfil their potential.	Gets everyone involved in improving our performance.	Keeps their knowledge and skills up to date with the latest thinking.	Adapts to people's different and changing needs.	Overcomes resistance and takes risks to make a positive impact.

We have developed some scenarios to help people understand how these statements relate to your working day.

To help understand the statements, try placing your name at the beginning as a supportive question: "Does *Bob* lead by example to give their best and achieve things together?" Bob considers whether that statement is true and how they could be doing it even more? "Yes I think I do that, but I could be doing more to make sure we clarify what the best is and working together on things."

***Leadership* means every role, every opportunity, every day.**

How to use the Leadership Expression

You can use the leadership expression to help you develop your performance and behaviours to be more effective and collaborative. For us to achieve everything we want to in our community, we need everyone to live out the leadership expression in our work.

People learn and develop in different ways, often referred to as the 70/20/10 approach to learning. The biggest opportunity for development in an adult work environment is real world 'on the job' experience in your role, followed by 'social learning' where you connect with other key people to build knowledge and experience and finally people learn through specific 'learning resources' including e-learning courses, seminars and face to face training events.

You may already have a behaviour and skills development plan in place as part of developing within your profession. You may already be working towards a set of skills and behaviours outlined in your professional area. The Leadership expression is intended to complement your professional development and support everyone in expressing leadership in Sutton regardless of your professional area.



Leadership means every role, every opportunity, every day.

People focused – Real life scenarios

People Focused

Thanks people for their hard work and recognises their achievements.

Recognises people's differences and cares for their needs.

Honestly communicates in the right way to get the best from people.

Joins activities up to make services better for our community.

Gets people thinking about our vision and purpose.

Inspires others to fulfil their potential.

Jeff is asked to review a development proposal which has been escalated. They meet with the planning officer who handled the proposal to understand their concerns and go into the community affected by the plan to speak to some of the people impacted. They identify expectations of different residents based on historical uses and current demands and work with the developer to help them understand these concerns and engage with the community.

Javid manages a children's social work team, he recognises the different needs of his team members and makes a point of publicly saying thank you when people have been going the extra mile with case work. He starts team meetings by asking people to share what they are proud about even though there is a lot of detail to discuss. He has set up a simple contacts board where people can draw up cases they are working on and show the connections across different service areas.

How do I do that?

Sarah is an adult social worker who has taken over a difficult case where a resident has complained. She arranges to speak to the resident themselves first to understand the complaints and allows extra time for this due to specific communication needs. When she meets with her colleagues and other service providers, she thanks them for all their hard work and builds a more complete view of the situation. Her positive approach helps identify some gaps in the end to end service provided and she develops a plan to share with other service providers.



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People focused – On the job experience and social learning

People Focused
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Gets people thinking about our vision and purpose.
Inspires others to fulfil their potential.

Build your experience on the job	Learn from other people
Get into the habit of saying thank you for what people do. Why not Submit a compliment to a team or individual? When someone shares a radical idea thank them for it and try not to focus on how it might not work.	Why not volunteer to help in a homeless shelter? Or try thinking about someone you know who gives credit to others (teams or individuals), how do they manage it and how can you take a similar approach?
When you are out and about, notice whether someone needs some specific help and what that might be.	Maybe volunteer some time in a charity to see different needs or think about your own experience and take time to notice how people respond to different needs.
If someone asks about something you can't discuss, try saying "I have got more information, but the nature of my role and responsibility means I can't discuss it yet".	Think of someone you know who is good at this and ask to have a conversation about what they do that makes a difference.
Ask a colleague in another department how something you are working on relates to activities they are working on. Consider how your work relates to customers, residents and partners.	Watch the question time programme and notice the way the interviewer is able to connect different themes raised by the audience to what the panel guests are saying.
If you hear a colleague complaining about services, take time to understand their concerns. Try asking for their thoughts on how to meet our commitments while being Smaller, Bigger and Different.	Book into one of the ASK Sessions and speak to one of the members of CMT about how they get people engaged in the significant undertakings of the council.
Try using phrases like, "I think you're capable of even more than this", "How proud do you feel about this?".	Watch the video of Niall talking about his journey into leadership with 2 young apprentices. Youtube Video

Leadership means every role, every opportunity, every day.

People focused – Read, Watch and Do learning activities

Check out some of these links related to being People focused in local government.

Articles:

1. toughnickel.com - Thank You Message for Colleague
2. www.Linkedin.com How to say thank you
3. www.skillsyouneed.com Understanding others
4. www.skillsyouneed.com Improving communication
5. www.nesta.org.uk connected councils digital vision
6. wideeyedgroup.com How to engage purpose
7. www.energizedwork.com people buy why
8. aimtobe.co.uk motivational-poems
9. www.lifecoach-directory.org.uk motivation
10. www.theguardian.com leaders inspire young people

Courses:



External e-learning courses:

1. www.scie.org.uk communicationskills
2. www.scie.org.uk communicationskills
3. marshallearning.com unconscious bias
4. www.scie.org.uk communicationskills

Videos:

Watch the Live Learn and Work video on the Intranet to see how other people are supporting the Council's vision and living out the PRIDE Values

1. stephentall.org How to say thank you
2. youtube.com What Is Privilege?
3. youtube.com Let's Talk Diversity and Inclusion
4. youtube.com How to Connect with Anyone
5. youtube.com good teamwork and bad teamwork

Check out some of these courses from the Learning and Development catalogue:

- Developing your Emotional Intelligence
- Leadership
- Partnership Working
- Assertiveness and Self Confidence

Leadership means every role, every opportunity, every day.

Responsible – Real life scenarios

Responsible

Leads by example to deliver the best.

Knows what's important politically and why.

Learns from the past and improves performance.

Delivers what they say and performs well under pressure.

Puts customers needs at the heart of decisions.

Gets everyone involved to improve our performance.

Wendy knows her team are stretched to meet all the needs they face and must make some tough decisions. She asks the team to work out the true cost of the services they provide including the immediate financial cost, the opportunity cost of not dealing with things and the knock on costs across other organisations. She then asks the team to look at where they spend the majority of their time. The analysis shows there are activities which take a lot of time and deliver little value to their residents and other activities which if completed early can have a positive knock on effect. It also highlights that there are some activities not being completed which raises potential compliance risks.

Adam knows his children's social work team well and appreciates the dedication they all show. He knows from past experience that supervision supports them in being resilient and mitigating risks to the service. He holds regular meetings to share best practice across the team and identify and eliminate waste activities. He also shares his own experience on the positive impact of supervision and marks out time in his calendar for supervision meetings. He works hard to preserve it and agrees to tell the entire team if he has had to miss a planned session.

How do I do that?

Jo is a social worker working with a young person encountering difficulties Jo hasn't experienced before. Jo is not sure how to handle the situation and concerned that their experience might not reflect the holistic needs of the young person. Jo explains the need to gather additional input to better help understand the young person's needs and arranges a meeting with colleagues to determine how to proceed. A colleague knows someone from another Borough who recently gave a talk on the subject, and arranges for the expert to speak to the entire team as part of required CPD. This extra input helps Jo develop a plan of action that meets the holistic needs of the young adult.



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Responsible – On the job experience and social learning

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Build your experience on the job	Learn from other people
Sutton Council actively Support volunteering from their staff. Take the time to set yourself some personal standards on how you aspire to work and - even further - how you live your life - and stick by them in what you do on a day to day basis.	Volunteer to a good cause, there are lots of opportunities at: https://vcsutton.org.uk/ http://www.suttonwomen.co.uk/
Attend a local council meeting to observe things and understand how members work, or volunteer with Committee Services to support a council meeting. Ask if you can shadow a councillor – contact leadership.office@Sutton.gov.uk .	If you cant see the point of a decision ask for time to discuss the situation with your manager and work through your questions and concerns. Be prepared to listen to their answers and suggest other ways of doing the same thing.
Review and improve an activity you do every month. Consider how can you do it differently?, break it into smaller pieces?, simplify it? Can you change the time and location of the activity to be more effective? Put your observations into action.	Run a lunch and learn session with colleagues from other business groups and use an action learning approach to allow other people to help you learn from your past experience.
If you say you will do something by a certain time, ensure it's done. It's better to negotiate a longer time to get things done on time rather than not doing it or disappointing.	Arrange a coffee chat with someone you know who works in a high pressure job but doesn't appear to be crumbling. There are some great examples of people staying calm under pressure and performing well within Sutton Council.
In situations where you are making a choice about how to use your team, your resources, your time or your expertise, take time to clarify exactly who the customer is and what they want.	Contact a volunteer organisation relating to something you are working on and ask them to describe their needs. Create some customer profiles and refer to them before making an important decision?
Try using phrases that involve other people. For example "Come on and help us", "please share your ideas", "we are all in this together".	Run a lunch meeting, ask everyone in the team to write down the biggest challenge to your performance. Sort the answers and use the most common responses. Ask everyone for one thing they could do better in relation to this topic.

Leadership means every role, every opportunity, every day.

Responsible – Read, Watch and Do learning activities

Check out some of these links related to being Responsible in local government.

Articles:

1. soulcraft.co [lead by example](#)
2. gov.uk [understand how your council works](#)
3. londoncouncils.gov.uk [essential guide London local government](#)
4. local.gov.uk [Sutton council smaller bigger different](#)
5. elitedaily.com [learn from your mistakes](#)
6. lifehacker.com [how to learn from mistakes](#)
7. mentalfloss.com [performing well under pressure](#)
8. visioncritical.com/ [Kelly Hall](#)
9. blog.optimizely.com [how to get everyone involved](#)
10. networkrail.co.uk [getting everyone involved](#)

Courses:



External e-learning courses:

1. www.elucidat.com [a support net](#)
2. futurelearn.com [extinctions past present](#)
3. reed.co.uk [customer service level](#)
4. coursera.org/ [leading teams](#)
5. futurelearn.com [leading a team](#)

Videos:

1. [HP CEO Meg Whitman on Leading by Example](#)
2. [Sutton 2031: The Vision](#)
3. [How to learn from mistakes](#)
4. [Connecting with consumers](#)
5. [The difference between winning and succeeding](#)

Check out some of these courses from the Learning and Development catalogue:

- Leadership
- Dealing with Difficult Conversations
- Introduction to Project Management
- Working in a Political Environment

Leadership means every role, every opportunity, every day.

Innovative – Real life scenarios

Innovative

Makes complex situations simpler for everyone.

Adapts services and seeks change to make a positive difference.

Embraces new technology and better ways of working.

Considers the impact of actions across the wider organisation.

Brings innovation through their own learning and development.

Keeps their knowledge and skills up to date with the latest thinking.

Tom is planning officer who has complex site inspections scheduled for residents and developers as well as related meetings with key colleagues in the office. He decides to work from home so that he can reduce travel time and get to the inspections more easily. They conduct their meetings with colleagues using the Google chat tool on their Chromebook and are able to actually show colleagues the onsite challenge they are discussing and easily get the input of the site manager. It develops the relationships involved and provides clarity about the issues they face.

Dee manages a children's social work team. In his regular one to ones, he seems to spend a lot of time going through forms and checking processes. He works with a digital ambassador to get the forms developed into an electronic checklist which can be completed beforehand by his team of social workers. The form highlights exceptions and changes to the process indicating where they need to focus support and frees up time in one to ones to discuss those situations.

How do I do that?

June manages a Hospital Pathway team where some staff are struggling to have private conversations with clients in the ward. This impacts on patient relationships, discharge plans and overall care. June speaks to the ward managers to see if a solution can be found but her team request rooms during peak handover times. The ward managers recognises the need and arranges a room to be made available and June works with her team so they are not meeting at peak times. She also investigates how other health organisations resolve similar issues. As a result she begins to investigate whether they can use Skype to have some of these patient conversations virtually in the future.



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Innovative – On the job experience and social learning

Innovative	Build your experience on the job	Learn from other people
Makes complex situations simpler for everyone.	Sign up to twitter and try to explain the most complex aspect of your job in 140 characters or less. Try explaining what you do to a child.	Meet with a service delivery manager from a different area of the organisation. Ask them to explain their work so you can broaden your understanding of things.
Adapts services and seeks change to make a positive difference.	When working with a service ask the question "How can this be adapted to make things even better?" Review team meetings for how they could be even better?	Join a LinkedIn group relevant to your area of work and ask people in the group to share some of their learning about effective changes they have made.
Embraces new technology and better ways of working.	Use technology to simplify something you already do. Simplifying is about reducing the steps or the dependencies. See a Digital Ambassador for advice.	Book 30 minutes with one of the digital ambassadors and ask them to show you some cool new things you can do with the G suite of tools.
Considers the impact of actions across the wider organisation.	Take time to think about what the impact is of your actions on other services and invite people who know the other service to give feedback? Explore ideas together to overcome concerns and make it practical.	Invite people from across the organisation to a lunch and learn to discuss a proposed idea. Ask how the decision will impact them and to identify one positive impact and one negative impact.
Brings innovation through their own learning and development.	Take one thing you have learned recently and apply it to the work you are doing. It can be hard work to ensure learning is embedded and leveraged from all situations.	Arrange a meeting with a peer from a different area of the organisation. Discuss a specific challenge you face and ask them how they deal with similar challenges.
Keeps their knowledge and skills up to date with the latest thinking.	Join a LinkedIn group about a subject you are interested in and get involved in discussing a subject you want to learn more about.	Find a webinar, conference, networking event or programme relating to your role and attend it. Many events are listed on eventbrite.co.uk or LinkedIn

Leadership means every role, every opportunity, every day.

Innovative – Read, Watch and Do learning activities

Check out some of these links related to being Innovative in local government.

Articles:

1. lifehacker.com [how to explain complex ideas](#)
2. britishcouncil.org [how to explain complex ideas](#)
3. huffingtonpost.com [7 traits of people who make a positive difference](#)
4. digitalmums.com [new way of working](#)
5. <https://jamesclear.com> [domino-effect](#)
6. forbes.com [7 ways leaders can foster innovation](#)
7. upwork.com [keep skills up to date](#)
8. seeklearning.com [7 ways to stay up to date in your industry](#)
9. theguardian.com [keeping professional development continuous](#)
10. businessinsider.com [daily habits that make you smarter](#)

Courses:



External e-learning courses:

1. class-central.com [design thinking for innovation](#)
2. open.edu [the concept innovation](#)
3. plusacumen.org [social impact analysis](#)
4. open.edu [learning how to learn](#)
5. embracingsimpleblog.com/simplify/

Videos:

1. infoq.com/Simple-Made-Easy
2. [independent.co.uk/navy seal commander - transform your life with 5 simple choices](http://independent.co.uk/navy-seal-commander-transform-your-life-with-5-simple-choices)
3. ted.com [Benjamin Zander on music and passion](#)
4. mckinsey.com [eight essentials of innovation](#)
5. telegraph.co.uk [getting your thinking right](#)

Check out some of these courses from the Learning and Development catalogue:

- Creativity and Innovation
- Powerful Presentations
- Digital Literacy
- Getting to Grips with G-Suite

Leadership means every role, every opportunity, every day.

Diverse – Real life scenarios

Diverse

Respects and embraces all types of diversity.

Makes time and space for different views and perspectives.

Values everyone's contribution and experience without bias.

Understands the constraints and challenges people face.

Uses the diverse skills and experience of colleagues.

Adapts to people's different and changing needs.

Chris is working with a difficult and long running adult care case. By the time they have developed a plan of action for one thing the residents needs appear to change. Chris discusses this with their manager and suggests that they approach the case differently and try to take a holistic approach to meeting the residents needs and create a flexible plan. They setup a meeting with the resident and other service providers involved to look at the case from a holistic view and decide a new plan of action.

Lee has a challenging relationship with a newer colleague in another department. They do collaborate but always seem to clash and Lee is not sure why. They are both busy but Lee suggests they have a coffee and chat to find better ways of working. Lee listens to better understand their perspective. It's clear that they have different experience and beliefs about how to best get things done, but both want the same outcome. They find ways of using the others experience and focus on what they have in common.

How do I do that?

Fi is a planning manager working on a complex commercial and residential development. They arrange regular meetings with different representatives so that everyone is able to contribute to overcoming the challenges they face. One of the development team has a very different background and culture to Fi and has been 'a bit awkward' in the past but Fi still takes time to listen to their opinion and as a result is able to identify a useful solution to some challenges.



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Diverse – On the job experience and social learning

Diverse	Build your experience on the job	Learn from other people
Respects and embraces all types of diversity.	Ask yourself or your team how you can bring more diversity into a particular challenge. Focus on a diverse need and discuss how to leverage the benefits of that approach.	Volunteer your time to work with a charity for people with a different background or needs to yourself. Or join a staff network and widen your perspective - Staff networks
Makes time and space for different views and perspectives.	In your meetings allow 2 minutes for everyone to share their thoughts and ideas without interruption.	Spend some time with people who have diverse views and interests, go and see diverse activities in action with site visits or review panels.
Values everyone's contribution and experience without bias.	When people share their ideas with you, try not to interrupt them. Focus on quietly listening while they are talking and remember to say 'thank you' before responding. Take time to think about what they have said.	Use the intranet to 'give a compliment' to a colleague you are working with. It goes a long way!.
Understands the constraints and challenges people face.	When you are having a difficult interaction try to remain calm and explain that you would like to understand their point of view better. Ask them to explain what constraints and challenges they are experiencing.	Create a google form or use one of the G+ communities to gather feedback about the challenges colleagues face in a situation.
Uses the diverse skills and experience of colleagues.	Next time you are working with a group, ask people what skills and experience could be used more effectively in the future?	Offer an hour of your time to brainstorm solutions for a challenge from another part of the organisation. Use post it notes to capture their input.
Adapts to people's different and changing needs.	When working with a colleague, customer or partner, ask how their situation has changed since the project began and what new needs have developed in this solution?	Ask if you can volunteer or visit a front line service to see how experts adapt the care and service they provide according to differing of service users.

Leadership means every role, every opportunity, every day.

Diverse – Read, Watch and Do learning activities

Check out some of these links related to enterprising in local government.

Articles:

1. livestrong.com [how to respect diversity in the workplace](#)
2. forbes.com [why understanding other perspectives is key](#)
3. high5leadership.com [understand different view point](#)
4. mindtools.com/ [understanding workplace values](#)
5. valuescentre.com [why values are important](#)
6. hbr.org [why appreciation matters](#)
7. mobilitybehaviour.eu/ [social constraints people face are key](#)
8. globalcitizen.org [7 biggest challenges facing immigrants](#)
9. LinkedIn.com [adapting change rapidly](#)
10. forbes.com [secrets of organizations that adapt to change](#)

Courses:



External e-learning courses:

1. open.edu [diversity and difference](#)
2. plusacumen.org [social-impact-analysis](#)
3. futurelearn.com [agrifood](#)
4. open.edu [difference and challenge teams](#)
5. csd-i.org [adapting-overview](#)

Videos:

1. ted.com [The beauty of human skin in every color](#)
2. youtube.com [Understanding Perspectives, Showing Respect](#)
3. youtube.com [Understanding Other People](#)
4. ted.com [How diversity makes teams more innovative](#)
5. youtube.com [Adapt to the Changing Needs of Your Workforce](#)
6. ted.com [5 ways to lead in an era of constant change](#)

Check out some of these courses from the Learning and Development catalogue:

- Equality and Diversity
- Partnership Working
- Recruitment and Selection
- Personal Resilience

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Enterprising – Real life scenarios

Enterprising

Builds networks and partnerships to improve outcomes.

Uses a variety of information to make good decisions.

Gets the most from resources to improve our financial situation.

Identifies new financial opportunities and develops them.

Thinks commercially to source new funds for our community

Overcomes resistance and takes risks to make a positive impact.

Pat procures services and suppliers to work with the council. They recently needed a specialist for a one-off activity and could only find a single provider. The suppliers price was high so Pat called them to ask for a reduction. The price was immediately reduced by 5%, so Pat wrote to thank them and proposed an exclusive contract for the next 18 months covering any additional work if they would reduce their unit price by a further 10%. Pat received an email quote of 15% below the original price.

Robyn is working on the renovation of a Grade 2 council building used for events. They do some research and identify a chance to make some money for the council by creating a nice hire venue. She works with suppliers to agree a % referral fee based on exclusive advertising rights. Robyn creates a proposal where the council spends more money on the refurbishment with a plan to recoup costs and generate future revenue.

How do I do that?

Jo co-ordinates a number of community projects where residents maintain local spaces. Jo is constantly struggling with enough tools for those who are involved. They have an idea about partnering with a local builders merchant. After explaining the situation to the builders they are happy to help, and wonders why no one has asked before. The builders merchant provides free basic tools and help to the community projects and advertises their involvement. As time goes by the builders merchants generates more local trade due to the new relationship.



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Enterprising – On the job experience and social learning

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Build your experience on the job	Learn from other people
Work with a range of people when developing a solution. Include contributors to and those impacted by a situation, as well as owners of the situation.	Invite a peer from another public service out for coffee to better understand their role. Most people will accept an invitation to tell you about what they do.
Apply the PESTLE analysis to develop new solutions. Gather information from the Political, Economic, Social, Technical, Legislative and Environmental dimensions.	Invite a range of people to a lunch and learn type of session and ask them what information they would want to see to influence the decision?
Challenge yourself and your colleagues to work more effectively or be more focused in stretching themselves to get a clear impact on everyone.	Get together socially with colleagues outside of work. Do something fun and ask what you could all be doing to be a more effective team.
Challenge yourself to create a new financial opportunity. It might be selling a new service, charging for a fast track service or dropping things you currently provide for free.	Attend a local chamber of commerce public event aimed at start-up organisations. They provide lots of ideas and input about creating new revenue sources.
Imagine yourself in Alan Sugar's shoes and that you absolutely MUST create a new product or service. What would Alan Sugar do? Ask yourself what you will do?	Go to a business start-up meeting to find out what they do to overcome challenges and resistance. There are lots of start-up hubs run by co-working organisations.
Identify the factors people are resisting and invite people to explain why they can't do something. Then invite colleagues to join you in creating workable solutions.	Go and speak to a colleague you think is positive and ask what they do to remain positive during resistance.

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Enterprising – Read, Watch and Do learning activities

Check out some of these links related to enterprising in local government.

Articles:

1. [Five steps to building an effective impact network](#)
2. [https://www.godaddy.com/making the most of limited resources](https://www.godaddy.com/making-the-most-of-limited-resources)
3. [https://www.gov.uk/guide for community buying groups.pdf](https://www.gov.uk/guide-for-community-buying-groups.pdf)
4. [https://21stcenturypublicservant commercial local government](https://21stcenturypublicservant.commercial-local-government)
5. [https://www.localis.org.uk Local Commercial Councils.pdf](https://www.localis.org.uk/Local-Commercial-Councils.pdf)
6. [http://www.cipfa.org can local government become more commercial whilst retaining a public service ethos](http://www.cipfa.org/can-local-government-become-more-commercial-while-retaining-a-public-service-ethos)
7. [Analyzing Your Business's Strengths Weaknesses Opportunities and Threats](#)
8. [Total Facilities Management in Local Government - Case Study](#)
9. [Multiplying outcomes in place-based initiatives](#)
10. [How Good Is Your Decision Making?](#)

Courses:



External e-learning courses:

1. [Understanding and managing risk](#)
2. <https://www.coursera.org/learn/problem-solving>
3. [Financial Markets](#)
4. [Open University - Making decisions](#)
5. [Open University - Commercial awareness](#)

Videos:

1. [Cross sector partnerships](#)
2. [Ruth Chang - How to make hard choices](#)
[Dan Gilbert - Researches happiness](#)
3. [How to Make a Good Decision](#)
4. [The role of government in social enterprise](#)
5. [12 steps to get the most from social media](#)

Check out some of these courses from the Learning and Development catalogue:

- Market Development and Supplier Relationships
- Specification Writing
- Commissioning and Commercial
- Creativity and Innovation

Leadership means every role, every opportunity, every day.

Books related to Leadership Expression statements

- A Beautiful Constraint by Adam Morgan
- Ask John: by John Timpson
- Becoming a Person of Influence by John C. Maxwell
- Business Innovation For Dummies by Alexander Hiam
- Change Maker's Playbook by Amy J Radin
- Difference Works by Caroline Turner
- Do the work: Overcome Resistance by Steven Pressfield
- Doing Good By Doing Good by Peter Baines
- Even Eagles Need a Push by David McNally
- Finance and Funding Directory by Jonathan Wooller
- Framing Decisions by J. Davidson Frame
- New Opportunities for Community Economies by Michael Shuman
- How to Perform Under Pressure by Hendrie Weisinger
- Inclusion Around The Clock by Isabelle Pujol
- Keep Walking - Leadership Learning in Action by Richard Hale
- Lead by Example by Gracie McCastler
- Learning for Life by Jason Wingard
- Little Black Book of Decision Making by Michael Nicholas
- Local government today (Politics Today) by J.A. Chandler
- Motivate Like a CEO by Suzanne Bates
- Unlock Value From Your Alliances by Henrich Greve
- 10 Steps To Getting The Most From Your Workforce by Clive Lewis
- Power of Thanks by Eric Mosley
- Pressure Principle by Dr Dave Alred MBE
- Six Simple Rules: How to Manage Complexity by Yves Morieux
- Stand Up!: How to Get Involved, Speak Out by Gordon Whitman
- Them And Us: Changing Britain by Will Hutton
- Thinking in Systems by Donella Meadows
- The New Science of Decision-Making by John Brockman
- Thrive with the Hive: Exceptional service by Claire Boscq Scott
- Unlocking Potential by Michael K. Simpson
- Value of Difference by Binna Kandola

Leadership means **every role, every opportunity, every day.**

Do you want to know more?

You can use the leadership expression to help you develop your performance and behaviours to be more effective and collaborative. For us to achieve everything we want to in our community, we need everyone to live out the leadership expression in our work.

We are going to be incorporating the Leadership Expression into a number of areas of our work:

- Recruitment - to ensure we are recruiting people who want to show leadership in this way.
- L&D - to ensure we are developing people to show leadership this way and helping people to learn how.
- Appraisal - asking people to evaluate how effectively they show leadership in this way.

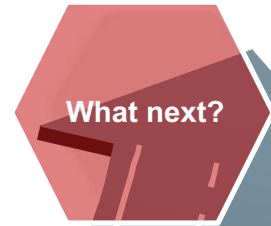
Find out more information on the Intranet



View the [video](#) of Jess introducing the Leadership Expression



View the [video](#) of Niall talking about his experience of leadership



***Leadership* means every role, every opportunity, every day.**