

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?

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

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.

Additional resources are available on the Sutton intranet, including examples of this behaviour in action and a variety of development resources.

To help understand the statements, try placing your name at the beginning as a supportive question: "Does *Bob* get everyone involved in improving our performance?" 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 improved performance looks like."

Leadership means every role, every opportunity, every day.



How to use the Leadership Expression in recruitment

Here are some top-tips for recruiting managers to get the most from the Leadership Expression:

- Please understand that the Leadership Expression is for all employees, not just managers. It is intended to support us in living out our values and creating consistent behaviour in all employees across Sutton.
- Please refer to the Leadership Expression when creating your job advert and person profile so that we recruit people who naturally display these behaviours.
- When shortlisting candidates please look for examples of behaviour that align with the Leadership Expression and avoid candidates that behave in ways that are contradictory to the Leadership Expression.
- When candidates are invited for interview, please send them a copy of the Leadership Expression statements and ensure you ask questions during the interview about where they have displayed this kind of behaviour.
- When interviewing internal candidates for roles, please ensure you ask them to provide examples of how they have lived out this behavior in their previous roles.
- When providing feedback to candidates, please reference the Leadership Expression and the examples of behaviour candidates gave.

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

