**One Council – Our Core Values and Behaviours**

**Quick Practical Guide for People Managers**

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| Thought bubble picture | Think about and make a note of which core value behaviours are most important for the service that your team delivers. |
| Logo for acting as individuals showing magnifying glass on cartoon image of people | **Try to answer these questions:*** When I look at my team, we are great at …
* When I look at my team, we could be better at …
* The behaviours that are most important to service delivery are…
* The behaviours that would help us improve are…
* The behaviours that help the team work together at their best are…
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| Picture of paper and pen | **Team Strengths**1. Think about and make a note of examples from when your team have demonstrated some of Our Core Values and Behaviours - what was it about how they approached their work that was helpful / useful / made a difference?
2. If you haven't already done so, tell your team members about examples of the behaviours you've seen in them and why it was great!
3. Focus on the Core Values and Behaviours that are particularly important to your service - refer to these in individual and team meetings with the people you supervise. Discuss how building on these strengths supports and can improve service delivery.
4. Discuss with your team how they could demonstrate Our Core Values and Behaviours at the next level to support their ongoing development.
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| Picture of a silhouette of a head with cogs inside the mind | **Team Development**1. From your list of Core Values and Behaviours that are particularly important to your service - are there any of those that you don't see examples of? What impact is that having on team working or service delivery?
2. Discuss with your team members in individual or team meetings (as appropriate), the positive impact on team working or service delivery that there would be, if we were all able to demonstrate these Core Values and Behaviours (focusing on what you do want and why it matters).
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| Logo for Our Behaviours showing two people high fiving each other | **Using our Core Values and Behaviours**Our Core Values and Behaviours are a great way to positively manage your team members, focusing on what you do want (the behaviour from the framework) and why it matters (to team working and/or the service your team delivers). Remember to recognise the positive behaviours when you see them - being clear about what it was about their approach that was good, and the positive impact that had. |

**Here are some tips on using Our Core Values and Behaviours to help you make a difference…**

With your team, we hope you will:

* Take time to understand the behaviours and what they mean for the service you and your team delivers.
* Have a conversation about how the behaviours affect how work is done, with the people you supervise or manage in individual meetings and appraisal(s).
* Use behaviours in your team meetings to reflect on how the behaviours are supporting the service you deliver.
* Recognise when your team members are demonstrating Our Behaviours and tell them about why that was helpful and/or useful.
* Feedback to team members on how they’re doing and how they could develop further.
* Address behaviours that aren’t helpful to how we work, focusing on the positive behaviour you do want and why that matters.
* Work with and support your team members when you notice someone who needs help with some of the behaviours.
* Use the behaviours to resolve team working or service delivery issues.