



# Attitudes and Approaches Framework

## Introduction

This framework identifies the key qualities, attitudes and approaches that are critical in achieving the vision and objectives of South Somerset District Council.

The attitudes and approaches described in the framework have been developed by the Senior Leadership Team with input from all staff. Great care has been taken to tailor the framework to our specific environment and to make it applicable to all roles in the Council. It will continue to evolve as we move towards our vision and objectives for the future, to best reflect the challenges ahead and provide a guide to enhance both individual and organisational performance. The framework will be used across the organisation in the development of:

- Job descriptions
- Recruitment and selection processes
- Performance management, including appraisals
- Learning and development
- Talent management and succession planning

The attitudes and approaches describe how we should strive to perform our roles, rather than what we need to achieve. Your role objectives will still set out what you need to achieve each year, and the skills and knowledge required for each job role are set out in the job descriptions.

Each attitude or approach references the key enablers that define it, followed by an overall description, and descriptors that exemplify how they may be demonstrated in practice. Each attitude or approach is described in three bands, described below:

- **Expected** – the attitudes and approaches expected from all staff
- **Desirable** – the attitudes and approaches that staff should seek to demonstrate when performing proficiently in their roles and in the organisation as a whole
- **Excelling** – the attitudes and approaches that are expected when demonstrating the pinnacle of performance and when looking to develop further in the organisation

**The examples given against each attitude and approach describe the types of things that you might see individuals demonstrating. The examples are a guide rather than an exhaustive list and are meant to be challenged and developed. They are designed to aid thinking, facilitate discussions with managers and help to identify personal development needs.**



There are five attitudes and approaches:

- Open and challenging
- Positive and flexible
- Trust and support
- Taking responsibility
- Team working

For people managers, there are three additional leadership competencies:

- Setting Direction
- Leading and Developing People
- Delivering Results

# Attitudes and Approaches Framework

## Section 1: All Staff with Grades

### Open and Challenging



You are a champion for continuous improvement and feel confident to voice your ideas and opinions when you see a better way of doing things. You are respectful of other’s views and seek and are receptive to constructive feedback. You understand that it is not a weakness to ask for help and willingly draw on the strengths of others to achieve the most ambitious outcomes for our customers.

<b>Grades 2-5</b> <b>Expected</b>	<b>Grades 6-8</b> <b>Desired</b>	<b>Grades 9-11</b> <b>Excelling</b>
<ul style="list-style-type: none"> <li>• You have the courage to speak up</li> <li>• You offer challenge in a respectful and positive way</li> <li>• You are curious and want to learn new things</li> <li>• You are receptive to feedback and use it to learn and grow</li> <li>• You listen to and respect the views of others even when they are different from your own</li> <li>• You are open minded to new ideas and feel able to put forward your views constructively</li> <li>• You ask for and accept help when needed</li> </ul>	<ul style="list-style-type: none"> <li>• You challenge the status quo if you believe there is a better way of doing things</li> <li>• You consider and suggest ideas for improvement across the organisation</li> <li>• You have the confidence to stand behind your views but equally can recognise and support an alternative view that has the potential to deliver a better outcome</li> <li>• You actively share insight for the benefit of others</li> <li>• You rally people towards a positive outcome</li> <li>• You adapt your communication style to match your audience</li> <li>• You recognise when others need help and are proactive and respectful in giving support</li> </ul>	<ul style="list-style-type: none"> <li>• You lead from the front, you are visible in the organisation, and your actions inspire others towards a common goal</li> <li>• You effectively champion change so that people believe in the message you are delivering</li> <li>• You are innovative and thought-provoking and you foster an environment in which others are open to new ideas and ways of working</li> <li>• You have energy and desire to strive constantly to improve, innovate and think outside the box and enable others to do the same</li> <li>• You are always looking for new ways to improve and take into consideration a wide range of perspectives</li> <li>• You create an atmosphere where others feel empowered to ask questions, share ideas and ask for help freely and openly</li> </ul>

## Positive and Flexible

**Work with passion, energy and enthusiasm**

**Can do attitude**

**Proud of your work, your team and the Council**

**Adaptable to change**

You work with passion, energy and enthusiasm and embrace a can-do attitude to ensure that you deliver the best possible service for customers. You share the drive to be ambitious and respond to change with flexibility and enthusiasm.

Grades 2-5 Expected	Grades 6-8 Desired	Grades 9-11 Excelling
<ul style="list-style-type: none"> <li>• You are approachable, helpful and polite and bring a genuine positive energy to work</li> <li>• You present a positive image of yourself, your colleagues and the Council</li> <li>• You are optimistic in times of change</li> <li>• You are aware of how your behaviour can impact on colleagues and customers</li> <li>• You focus on the common goal and you are willing to go the extra mile to achieve this</li> <li>• You focus on outcomes rather than the individual tasks</li> <li>• You actively show people that you care about their success and success of the council</li> <li>• You review your own performance and ask for feedback to learn and improve</li> </ul>	<ul style="list-style-type: none"> <li>• You are a champion of the council’s vision and are proud of what the team and the council are doing to achieve it</li> <li>• You approach everything with an open mind, embracing new ideas, incorporating them into your routines and ways of working</li> <li>• You are confident in your abilities and adopt a professional approach</li> <li>• You can consider the situation, assess options and take decisive action</li> <li>• You proactively acknowledge, recognise and promote your colleagues’ efforts</li> </ul>	<ul style="list-style-type: none"> <li>• You inspire to achieve the Council’s vision, gaining long term commitment and engagement of staff who are proud to deliver ambitious outcomes for our customers</li> <li>• You lead from the front; in times of change people look to you for clear and decisive leadership. You respond to change calmly and positively and your actions inspire others to rally around the goal</li> <li>• You anticipate and respond decisively to change</li> <li>• You create a culture of flexibility that can respond effectively to changes in priorities</li> <li>• You see challenges as an opportunity and you think of innovative and imaginative ways of overcoming them</li> <li>• You demonstrate courage in taking on difficult challenges with enthusiasm and a strong belief that you can deliver</li> <li>• You openly share and promote the lessons learned and outcomes achieved by you, your colleagues and the council</li> <li>• You are always bold and brave and ambitious for yourself and others</li> <li>• Others want to work with you and/or for you</li> </ul>

## Trust and Support

**Support and encourage each other**

**Keep commitments**

**Mutual respect for all**

**Be an active listener**

**Recognise and celebrate effort and achievement**

You value your colleagues and actively listen to understand the views of others. You promote the values of diversity, fairness and mutual respect for all. You ensure that you deliver on promises by keeping commitments and communicating when things go wrong. You support and encourage colleagues, ensuring that effort and achievement are celebrated and create an environment where effective working relationships are maintained and friendships are formed.

<b>Grades 2-5</b> <b>Expected</b>	<b>Grades 6-8</b> <b>Desired</b>	<b>Grades 9-11</b> <b>Excelling</b>
<ul style="list-style-type: none"> <li>You trust colleagues to fulfil their responsibilities and effectively delegate responsibility if appropriate</li> <li>You build effective working relationships with colleagues and customers to deliver successful outcomes</li> <li>You treat everyone equally, with consideration and respect</li> <li>You work well with people who have different personalities, backgrounds and ideas</li> <li>You support your colleagues through both good and difficult times</li> <li>You deliver on your promises and openly communicate when you need help</li> <li>You are fully present in discussion and listen to other views with respect</li> <li>You celebrate team successes and create a positive team spirit</li> </ul>	<ul style="list-style-type: none"> <li>You are open and honest to develop mutual trust and confidence with others</li> <li>You are consistent with the way you treat others; encouraging good performance and tackling poor performance</li> <li>You see failure and problems as an opportunity to learn and develop and you never place blame on others</li> <li>You recognise when others need help and proactively support them</li> <li>You are aware of your colleagues' health, safety and wellbeing and address any concerns appropriately</li> <li>You understand and consider the impact of your views, actions and words on others</li> <li>You listen carefully to others, and respect and value their point of view</li> <li>You consider issues from the perspective of others</li> </ul>	<ul style="list-style-type: none"> <li>You recognise talent within your colleagues and help encourage or develop them through support or training, mentoring and coaching</li> <li>You encourage and enable people to come forward and ask for help</li> <li>You celebrate effort and commitment, regardless of outcomes, and encourage others to do the same</li> <li>You help others to recognise achievements and efforts which they may not recognise them for themselves</li> <li>You support the diversity of teams and working groups: fostering an environment that promotes fairness and equality for all</li> <li>People see you as someone who actively seeks to build positive relationships across the Council</li> </ul>

## Taking responsibility

**Identify problems and own the solution**

**Strive to be the best (for yourself and the council)**

**Be proactive and take initiative**

**Continual learning and development**

You take ownership of your work and are proactive in using your initiative to ensure that problems are identified and solutions found. You focus on continuous improvement, striving to be the best for yourself, the council and ultimately our customers. You enjoy stretching your abilities through continual learning and development.

Grades 2-5 Expected	Grades 6-8 Desired	Grades 9-11 Excelling
<ul style="list-style-type: none"> <li>• You are reliable and keep commitments</li> <li>• You plan your own time and workload to meet your objectives</li> <li>• You ensure systems and processes are kept up to date and reflect best practice in your field of work</li> <li>• You resolve problems quickly in a cheerful, friendly manner and inform others when you are aware of potential issues</li> <li>• You acknowledge when you make mistakes and take responsibility for addressing and correcting them</li> <li>• You actively set time aside for personal reflection and to review your learning</li> <li>• You feel positive about your personal development and future in the Council</li> </ul>	<ul style="list-style-type: none"> <li>• You focus on solutions; using your initiative to solve problems and anticipate obstacles</li> <li>• You take ownership and lead continuous improvement initiatives</li> <li>• You champion the need for continuous improvement</li> <li>• You initiate new and original approaches to delivering the Council vision</li> <li>• You say 'no' to activities that do not support the council's vision and values</li> <li>• You work with customers ensure the best outcome is reached</li> <li>• You can make difficult decisions with limited information and assess the viability of opportunities</li> <li>• You review your own performance, you seek and are receptive to feedback to learn and improve</li> </ul>	<ul style="list-style-type: none"> <li>• You steer others with clear direction and enable individuals to have a strong sense of ownership and personal responsibility for the delivery of objectives and outcomes</li> <li>• You invest in others around you; you understand how people learn and develop and use this knowledge to improve performance</li> <li>• You are a credible communicator of the future vision and direction; speaking with authority and conviction to inspire others</li> <li>• You inspire a blame-free culture, empowering others to initiate new ideas and take calculated risks, without fear of reprisal, to drive continuous improvement</li> <li>• You look at every option rather than the easy option and are prepared to take risks to deliver the best possible outcomes</li> <li>• You stand by difficult decisions and openly acknowledge errors, creating a safe environment for others to do the same</li> </ul>

## Teamworking

**Shared responsibility for the common goal**

**Self-aware and reflective**

**Collaborate**

You collaborate with others and share responsibility to reach a common goal. You are mindful of people's personalities and you promote knowledge, resource and skill sharing throughout the council by building networks internally and externally.

Grades 2-5 Expected	Grades 6-8 Desired	Grades 9-11 Excelling
<ul style="list-style-type: none"> <li>• You understand and promote the vision and objectives of the Council</li> <li>• You understand and communicate how your role and the role of your team contributes to the overall goals of the council</li> <li>• You can see past your job profile and will actively 'muck in' to achieve the common goal</li> <li>• You recognise yourself as part of a team, regardless of location or function</li> <li>• You embrace a 'one team' approach by working across the council, regardless of your function or area</li> <li>• You work collaboratively with others regardless of team boundaries</li> <li>• You quickly and effectively build appropriate rapport and trust with colleagues, customers and stakeholders</li> <li>• You are aware of your behaviour and how it affects others around you</li> <li>• You actively value and recognise the contribution of others</li> </ul>	<ul style="list-style-type: none"> <li>• You take pride in the team, valuing individual strengths and contributions but recognising that we are stronger together</li> <li>• You encourage others to initiate and embrace change and continuous improvement</li> <li>• You give team members support and advice when needed, especially during periods of setback and change</li> <li>• You ensure others have the skills and knowledge they need to continually improve</li> <li>• You support others to develop, both personally and professionally</li> <li>• You promote partnership working to achieve success, taking the necessary steps to remove blockages or obstacles</li> </ul>	<ul style="list-style-type: none"> <li>• You are a champion of the council's vision and take pride in what you, the team and the council are doing to achieve these goal</li> <li>• You focus on the overall goals of the council and you build networks across the council and beyond</li> <li>• You focus on the bigger picture by setting clear strategic direction for others</li> <li>• You actively seek a 'win-win' solution by valuing all contributions and suggesting a 'best for the Council' way forward</li> <li>• You inspire a one-team culture, promoting a shared sense of purpose</li> <li>• You promote and create a culture of collaboration by sharing knowledge and resources across the organisation</li> <li>• You develop and/or promote high performing teams, adapting your style to enable you and the team to flourish</li> <li>• You help others around you understand and navigate the political environment</li> <li>• You draw on organisational strengths, resources and learning to deliver the best outcome for our customers</li> </ul>

## Section 2: Leadership and Management with Grades

### Setting Direction

You set strategic direction for your team that aligns with the organisational vision of the council. You demonstrate ambition for the council and have the personal courage to deliver.

<b>Grades 6-8</b> Desired	<b>Grades 9-11</b> Excelling
<ul style="list-style-type: none"><li>• You relish challenges and enjoy stretching yourself and others to deliver the best possible outcome</li><li>• You maintain customer focus always in decision making and always link decisions back to the bigger picture</li><li>• You act on behalf of the entire council, not just your team</li><li>• You have strong business judgement and good instincts, and are trusted to make the right decisions even with limited information</li><li>• You display entrepreneurship, innovation and perseverance and a strong belief you can deliver</li></ul>	<ul style="list-style-type: none"><li>• You set and communicate a bold direction and strategy in line with organisational vision that inspires results</li><li>• You are adept at gaining support and commitment for ambitious change through influencing and engaging with internal and external stakeholders</li><li>• You make the difficult decisions, even if they are unpopular, by assessing the viability of opportunities and effectively managing risk</li><li>• You develop strategies drawing on corporate intelligence to drive continuous improvement</li></ul>



## Leading and Developing People

You prioritise developing and enabling the people around you, inspiring, coaching and mentoring others to continually improve.

<b>Grades 6-8</b> <b>Desired</b>	<b>Grades 9-11</b> <b>Excelling</b>
<ul style="list-style-type: none"><li>• You recognise and develop talent and allow them to move through the organisation</li><li>• You raise the bar for performance and hold others accountable for delivering results</li><li>• You share personal insight to enable the development of others</li><li>• You develop high performing teams, adapting the leadership style required for the individual and team to flourish</li><li>• You are a capable influencer with ability to see issues from other points of view, negotiating well with others and building consensus for decisions</li><li>• You enable a 'One Team' approach across the Council and ensure others are not limited by organisational boundaries</li><li>• You demonstrate humility to allow others to take the lead and grow in confidence and capability</li></ul>	<ul style="list-style-type: none"><li>• You lead from the front and inspire others to be the best they can be</li><li>• You create a coaching culture with a focus on enabling personal and professional development</li><li>• You expect and encourage innovation, clearing the obstacles in the way and rewarding success</li><li>• You are the benchmark for humility and self-awareness, being the first to admit to mistakes and genuinely listening to the views of others</li></ul>

## Delivering Results

You deliver results, ensuring that your teams are performance and outcome focussed, you take initiative to lead change activities and you consistently deliver excellent results.

<b>Grades 6-8</b> Desired	<b>Grades 9-11</b> Excelling
<ul style="list-style-type: none"><li>• You take initiative and inspire action</li><li>• You take ownership and lead transformational change initiatives</li><li>• You understand how shifts in the local and national political environment impact services</li><li>• You know the key influencers and how to involve them</li><li>• You are resourceful, self-sufficient and inventive with the resources you have</li><li>• You are connected to the details and remain accountable</li></ul>	<ul style="list-style-type: none"><li>• You focus on the longer-term delivery of improved services, with enduring benefits for customers</li><li>• You create an outcomes and performance focussed team that consistently delivers high quality results</li><li>• You understand the more detailed political context you operate in, networking effectively with key stakeholders and help others do the same</li><li>• You anticipate and lead change activities to drive continuous improvement</li></ul>