

Leadership Capabilities

Strategic Awareness

- Strategically innovative in your approach to co-design and delivery, building a shared sense of purpose and joint enterprise across Liverpool
- Takes a One Council approach to deliver more effective outcomes and avoids silo-ed, single division or service area approach
- Develops a positive and compelling vision of the council's future potential and sets organisational priorities by identifying where time and investment is needed most.
- Translates strategic priorities for staff, enabling teams to focus on delivery.
- Understands roles and responsibilities across the Council, how the authority works, functions and governance.
- Understands the complexities of political dynamics and uses this to build credibility and manage relationships with elected members by successfully advising and supporting them.

Inspirational Leadership

- Provides authentic, honest and respectful leadership to inspire individuals and teams.
- Uses empathy, mentoring and coaching to motivate and engage, developing talent and making people feel respected, brings out the best in them.
- Uses emotional intelligence to consider the impact of own action.
- Challenges poor performance constructively and holds difficult conversations to bring about change in behaviour; takes action to make courageous decisions when required.
- Communicates with credibility and conviction to convey key messages and influence people.

Collaboration

- Consults and communicates with stakeholders, including elected members where appropriate, early in critical organisation and system wide decisions. Encourages an environment of openness and transparency.
- Listens; builds relationships openly, gathering ideas and adapts objectives based on the context behind staff and stakeholder needs and requests.

Outcome and Delivery Focused

- Takes accountability for outcomes and responsibility for delivery in own area
- Sets clear organisational objectives linked to priorities, cascading challenging yet achievable deliverables to directorates.
- Monitors progress towards KPIs; acts as an enabler to achievement, not a blocker.
- Knows what to do and when to do it, delivering at pace and changing path when necessary

Improvement Oriented

- Leads and drives initiatives to identify and deliver efficiencies across the council and through partnership working.
- Challenges self and other to think outside of the box; enables the council to continuously improve and innovate in the long term

Customer First

- Focused on the customer – recognises the focus of making lives better for the people of Liverpool as citizens and partners

- Engages with customers to ensure development and delivery of services in line with customer needs.
- Is committed to customer excellence and accountable for the effective resolution of complaints and uses customer feedback for organisational learning and continuous improvement

Valuing Difference

- Ensures equality of access to services across the organisation and community.
- Respects and values difference – understands that not one size fits all
- Listens to staff and involves them in decisions, trusts people without micromanaging