

# Our vision, values and behaviours.

**Senior Manager behaviours**

# About us

## This is our vision

**GREAT** Homes  
**GREAT** Neighbourhoods  
**GREAT** People

## This is what we value

- G**enuine: We care that we are being genuine and honest with people.
- R**espect: We value people's differences and are considerate to their needs.
- E**xcellence: We enjoy being the best and encourage innovation to always improve.
- A**chievement: We are proud to be a learning organisation and celebrate the personal development of our people.
- T**ogether: We work collectively to achieve the best results.

## These are the behaviours we role model

- |                          |                       |
|--------------------------|-----------------------|
| Manages expectations     | Enjoys work           |
| Genuinely cares          | Thinks innovatively   |
| Values differences       | Challenges and learns |
| Builds trust and empathy | Makes things happen.  |

By role modelling these behaviours our Employees, Managers and Senior Managers live our values and deliver our vision.

# Senior Manager behaviours



# Manages expectations

## What this means:

A **GREAT** New Charter Senior Manager knows the importance of honesty and openness as a leader, knowing that everyone connected to the organisation looks to them for leadership. They do this by being genuine, by managing people's expectations and by communicating in a way that builds trust. Creating an honest culture where people say yes when they can deliver and no when it is appropriate, they support their teams through effective coaching and performance management, moving New Charter's vision, values and behaviours forward, as well as acting as a role model for doing what is promised.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Is able to develop and maintain a culture that emphasises the importance of openness and communication</p> <p>Communicates the importance of openness and honesty to other Senior Managers</p> <p>Develops effective performance management strategies</p> <p>Lives and breathes the New Charter vision and values and engages others to do the same</p>	<p>Always sees the bigger picture and can communicate it to others</p> <p>Is able to successfully manage the expectations of their team, managers, partners and stakeholders</p> <p>Adopts an open and honest approach with everyone around them to encourage others to do the same to their team mates and customers</p> <p>Manages the performance of their managers through honest communication</p>	<p>Does not make themselves visible to others for guidance and leadership</p> <p>Does nothing to manage the expectations of those around them</p> <p>Struggles to communicate the importance of openness and honesty to their team or other managers</p> <p>Hides behind system issues and waits for them to go away</p>

# Genuinely cares

## What this means:

A **GREAT** New Charter Senior Manager genuinely cares about everyone but especially the people that work with them and ultimately deliver for the customers. They will always go above and beyond to offer support, coaching and protection to anyone who asks for it, knowing that as a leader, this is what their role is about. Their teams, partners and communities they serve see them as a genuine leader and look to them for direction and advice as they inspire loyalty. They take time to understand what their customers go through, what they need and whether the business is actually delivering in a way that improves people's lives. Accordingly, they take time out to deal with any issues that arise, no matter how challenging or difficult; knowing that what they do will develop and improve the overall service delivery of the business.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Aligns business strategy to show genuine care for their customers</p> <p>Role models genuine customer service</p> <p>Other Senior Managers look to them for direction and advice</p> <p>Takes time out to get to know their customers and listen to their needs and wants</p>	<p>Creates an environment where 'going that extra mile' for the customer is common practice</p> <p>Inspires loyalty from their managers and team mates through guidance and support</p> <p>Understands the impact of genuine customer service</p> <p>Communicates the importance of and value of building effective relationships both inside and outside the business</p>	<p>Does not take time out to deal with issues outside of their remit and does the bare minimum</p> <p>Does not communicate the importance of customer care to their team or other managers</p> <p>Only helps and supports their team when they have to</p> <p>Does not make themselves visible as a leader to managers, their team or their customers</p>

# Values differences

## What this means:

A **GREAT** New Charter Senior Manager values and respects the people in their teams, their suppliers and ultimately the people they serve, regardless of difference. They are committed to creating and maintaining a positive environment where people work hard to break down barriers in communities, challenging prejudice and creating solutions that are accessible to all; recognising that encouraging and valuing difference is an important strategic issue. They influence the whole business to be inclusive, acting as a visible role model, adapting their style and approach to suit every individual they manage. They seek to understand community issues, customer feedback and influence the business to deliver. They always seek to understand before seeking to be understood.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Recognises the importance of encouraging difference as a strategic issue</p> <p>Communicates the importance of valuing difference across the organisation</p> <p>Goes out of their way to understand the real issues within the community</p> <p>Uses their influence to break down barriers within the community</p>	<p>Creates and maintains a positive working environment across the organisation that embraces everyone</p> <p>Treats their team the same as Senior Managers</p> <p>Seeks to understand key community issues and links them to service delivery initiatives</p> <p>Is able to adapt their style and approach to suit different situations</p>	<p>Fails to communicate the importance of valuing difference on any level</p> <p>Does not approach or confront other Senior Managers where difference is not being valued</p> <p>Struggles to understand the importance of difference at a strategic level</p> <p>Does nothing to create a culture that embraces difference</p>

# Builds trust and empathy

## What this means:

A **GREAT** New Charter Senior Manager dedicates time and effort getting to know the people they lead, the partners who support New Charter's visions and the customers who they serve daily. They ask relevant questions of the people around them, listening carefully and having conversations that build empathy and trust. Their commitment and leadership ensure service delivery continues to be based on trust and respect as the organisation delivers its promises at every level. They communicate this through the organisation, user groups, Board and the press. Despite the pressures of their role, they always concentrate fully on the person they are dealing with, taking time to use their knowledge and experience to ensure appropriate and positive outcomes.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Communicates the importance of trust, integrity and honesty across the organisation</p> <p>Ensures the organisation is delivering excellence at every level through trust and respect</p> <p>Role models the importance of relationships grounded firmly in trust</p> <p>Is recognised as being approachable by all, regardless of level</p>	<p>Plays a lead role in creating and maintaining a culture based on trust</p> <p>Takes time to get to know as many people as they can, treating them with respect</p> <p>Is genuine in their approach, ensuring effective and powerful working relationships</p> <p>Understands the importance of trust and empathy at a strategic level</p>	<p>Lets other managers communicate the importance of honesty and trust</p> <p>Does little to ensure that effective relationships are maintained within the business</p> <p>Takes little time to get to know who they work with or who their customers are</p> <p>Adopts a reactive approach to relationship-building, and only makes an effort when it is required</p>

# Enjoys work

## What this means:

A **GREAT** New Charter Senior Manager loves what they do. They believe that by doing their job and making a contribution, they are making a difference to all of the communities and people they touch. They offer **GREAT** leadership to the whole organisation; recognising the importance of engaging people in a dynamic environment that is fun and interesting. They encourage and empower their managers to act and think for themselves, ensuring that New Charter remains a place where mistakes lead to learning, not blame. They focus instead on coaching people to develop their performance and behaviours. Their leadership ensures being a **GREAT** place to work is at the heart of the New Charter philosophy and strategy for the future and that both themselves and their team delivers excellent results. They take their jobs seriously without ever taking themselves too seriously.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Encourages their managers to engage their teams through making their place of work an enjoyable one</p> <p>Promotes excellence and ensures the buy-in from managers and their team</p> <p>Offers leadership and encouragement to everyone</p> <p>Coaches and motivates other senior managers to promote a positive working environment</p>	<p>Communicates the importance of New Charter being a fun place to be</p> <p>Demonstrates great leadership skills through an understanding of what is important</p> <p>Genuinely loves their job and shares this passion with their team and their customers</p> <p>Communicates the importance of learning without blame at all levels</p>	<p>Says the right things but lacks conviction and passion</p> <p>Encourages a culture where people keep their heads down and just gets on with it</p> <p>Focuses solely on the outputs and performance of their managers and not their well-being</p> <p>Does nothing to promote a fun or exciting environment</p>

# Thinks innovatively

## What this means:

A **GREAT** New Charter Senior Manager is always looking for a better way of doing things. They proactively seek the input of their team, managers, partners and customers but they also look outside the business and housing sector for ideas; benchmarking against the very best service organisations in order to drive New Charter forward. They are always visible in the business, driving change across the business, knowing how important it is for New Charter to keep its successful momentum. Their focus is on delivering change well, preferring to implement small, successful pieces of change rather than embarking on large or unnecessary programmes that fail. They communicate change honestly and accurately, embedding new ways of working into the business, taking people with them through difficult changes.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Listens to ideas and suggestions, providing progress updates and feedback</p> <p>Is constantly looking for ways to drive business forward, encouraging input from everyone</p> <p>Can drive change forward without support from other managers</p> <p>Always ensures buy-in from their team when change is implemented</p>	<p>Encourages a climate of change and quality in order to promote continuous improvement</p> <p>Drives and delivers change throughout the business, ensuring they don't leave anyone behind</p> <p>Communicates the necessity for change across the organisation</p> <p>Focuses on quality rather than quantity</p>	<p>Is not interested in driving change, letting others do the work, without contributing their effort or experience</p> <p>Limits resources to initiate and implement change</p> <p>Struggles to communicate the importance of change at an organisational level</p> <p>Implements unrealistic objectives that fail from the start</p>

# Challenges and learns

## What this means:

A **GREAT** New Charter Senior Manager is able to take calculated risks, creating strategies and plans that take the business into new, more profitable directions, challenging accepted thinking to ensure the organisation delivers its strategic goals. They see their role as there to set direction, ensure that the organisation's processes and structures are fit for purpose and that their team can do their jobs with the minimum of bureaucracy and difficulty. They do not let obstacles get in their way, influencing others and showing real determination in order to deliver. They lead a culture of continuous improvement where individuals are encouraged to learn, adapt and develop themselves and others. They keep an eye on the talent coming through the succession planning process, looking for the best people. They role model this by giving positive feedback and celebrating success visibly; and where necessary offer improvement feedback, following through on this to ensure that individuals are continuously learning.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Challenges existing strategies, coaching continuous improvement and service excellence</p> <p>Sets direction for other Senior Managers</p> <p>Coaches change as a result of learning new ways and effectively manages this</p> <p>Does not let bureaucracy slow down the development of New Charter employees</p>	<p>Understands New Charter's development needs and smoothly facilitates change</p> <p>Celebrates both individual and team success and promotes 'recognition'</p> <p>Consistently achieves high standards of performance personally and collectively</p> <p>Sees learning and development as a continuous process</p>	<p>Has little understanding of the developmental needs of themselves, the team, individuals or the business</p> <p>Applies short-term thinking in any developmental changes they make</p> <p>Gives limited feedback to their managers and their team</p> <p>Is quick to point out failure without acknowledging or celebrating success</p>

# Makes things happen

## What this means:

A **GREAT** New Charter Senior Manager ensures that exceptional delivery against targets is at the heart of the New Charter culture. They constantly direct people's efforts and input towards the vision and values, focusing effort on homes, the neighbourhoods and people. They are not afraid to make large strategic decisions for the business and influence and encourage their managers to do the same. They work collectively and effectively with other Senior Managers to achieve the best results, whilst also ensuring that they never pass on accountability to avoid blame. When dealing with any situation they focus their energy and attention on the solution, thinking three to five years into the future, to ensure that the business delivers today but is still moving ahead tomorrow. They are respected by everyone as a visible role model leader, who makes great things happen and gets things done in a fun and supportive environment.

## How it's shown:

Above and beyond	Expected practice	Needs development
<p>Encourages an environment where everyone can promote ideas</p> <p>Works collectively with other Senior Managers to achieve the best results</p> <p>Informs, communicates and engages all levels to be proactive and make things happen</p> <p>Does not shy away from making decisions that impact several business areas</p>	<p>Is clear about New Charter's vision and has the confidence to influence others to achieve what has to be done</p> <p>Brings New Charter's vision to life and takes people with them to achieve this</p> <p>Thinks both operationally and strategically when making important decisions</p> <p>Takes ownership of their business area, ensuring things get done smoothly and in line with our culture</p>	<p>Lacks the confidence to challenge the status quo at a strategic level</p> <p>Promotes a formal environment where people feel stifled and new ideas rarely happen</p> <p>Develops short-term solutions or solutions that do not follow with the vision of New Charter</p> <p>Has a scattergun approach to idea generation and lacks clarity when it comes to putting forward ideas</p>