

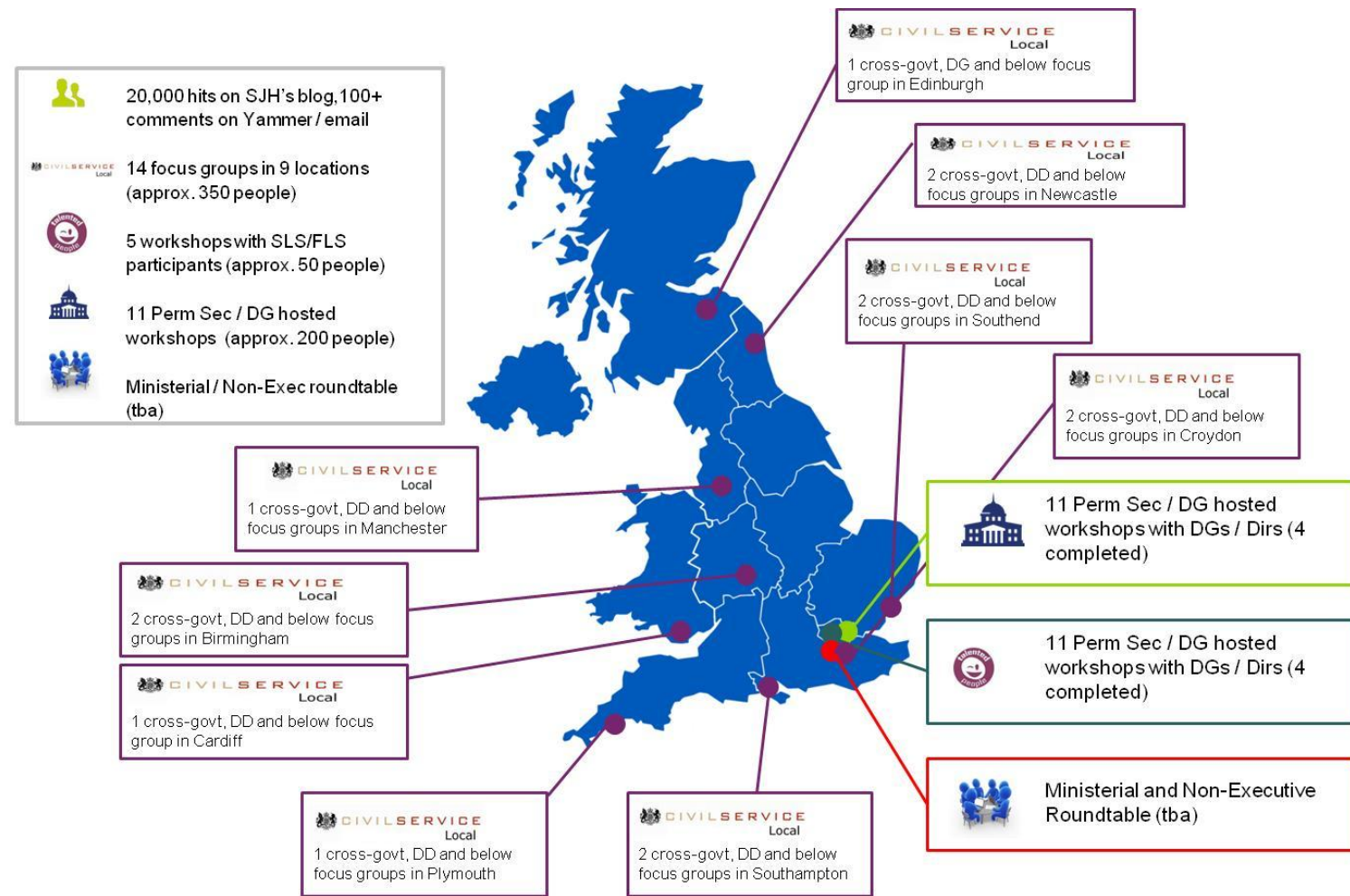
# The Leadership Statement

# Why do we need a Leadership Statement?

- People Survey results and work on Civil Service 21 have consistently told us that leadership in the Civil Service needs to improve.
- We know that by clearly articulating the behaviour we expect of our leaders and visibly recognising those behaviours we send a strong signal about our desire for change and improvement.
- A change in leadership behaviour can act as a catalyst for the cultural change needed to make the Civil Service fit for the 21<sup>st</sup> Century.
- A Civil Service-wide Leadership Statement will clearly articulate our expectations of ALL leaders across departments, grades and jobs.

# Developing the Leadership Statement – consultation process

- 11 Perm Sec / DG led workshops with approx. **200 SCS**
- 5 workshops with over **50 SLS/FLS participants**
- **361** cross-grade participants at **14** face to face focus groups UK-wide in October – 350 of which were G7 or below
- **15** departments and **24** Agencies / ALBs represented
- **1340** digital responses to HMRC digital consultation survey and over **100** digital responses direct to Cabinet Office (cross-grade)
- **90%** of focus group participants felt that the cross-grade focus groups allowed the voice of non-Whitehall civil servants to be heard



# Civil Service Leadership Statement

As Civil Service leaders, we take responsibility for the effective delivery of the Government's programme and Ministers' priorities, living the Civil Service's values and serving the public.

## Inspiring

about our work and its future

- We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm
- We will value and model professional excellence and expertise
- We will reward innovation and initiative, ensuring we learn from what has not worked as well as what has

## Confident

in our engagement

- We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities
- We will give clear, honest feedback, supporting our teams to succeed
- We will be team players, and will not tolerate uncollaborative behaviour which protects silos and departmentalism

## Empowering

our teams to deliver

- We will give our teams the space and authority to deliver their clearly set objectives
- We will be visible, approachable, and welcome challenge, however uncomfortable
- We will champion both difference and external experience, recognising the value they bring
- We will invest in the capabilities of our people, to be effective now and in the future

# Key Themes



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# Implementing and embedding the Leadership Statement

- Part of the consultation explored how to give the Statement traction and ensure it had impact on Civil Servants' experiences of work.
- On the basis of these findings the following activities are underway:
  - **Leadership Statement Website on GOV.UK** – news, blogs and interviews, training and development opportunities, an engagement tool-kit and best practice from across the Service
  - A **Departmental Leadership Exchange** – to discuss ideas and share best-practice
  - **Aligning talent management, recruitment, promotion and, learning and development tools** to the Statement
  - A **360 degree feedback tool on the Statement** – which will be mandatory for all SCS for the 2015/16 reporting year
  - A **recognition strategy** which commends examples of good leadership
  - **Monitoring of progress and impact**



# Discussion questions

Use the Leadership Statement cards to discuss:

- (1) What does the Statement mean to us as Senior Civil Service Leaders?
- (2) What does the Statement mean for our team?
- (3) How can the Statement be incorporated into objective setting?
- (4) What does the Statement mean for me as an individual?
  
- (5) **What can we do – as a team and individually – to bring the Statement to life?** *(make a pledge on the back of your card, revisit it on a regular basis to assess your progress)*





Find out more about, and keep up to date with, the Leadership Statement at the **GOV.UK** website

Google search: Civil Service Leadership Statement