

What does good leadership look like?

The Civil Service Leadership Statement was published in February 2015, it sets out what is expected of leaders at all grades across the Service. On the Leadership Statement website a number of articles, blogs and stories have been published. Some key reflections from recognised leaders under each key behaviour is highlighted below.

Inspiring about our work and its future



Perm Sec MoJ "...Real inspiration is the courage to live your values day in, day out...Imitation is the best form of flattery and we can all get a little bit closer to inspirational by learning what they do and doing it ourselves."



(Shortlisted for CS Leadership Award 2014) "I think the question every leader should ask themselves, and I ask myself is: 'would you follow you?' Leaders who inspire are those who talk with you, messages delivered in person are more effective."



Robert Devereux. Perm Sec DWP "[there is a] difference between words on a page about pride in public service and its reality. What are the stories you might tell to bring to life your own pride and passion?"

Confident in our engagement



Debbie Cropanese, HMCTS (Winner HMCTS Regional Inspirational Leadership Award)

"I deal with [challenges] by always reflecting on my own behaviour. I seek and give feedback in all sorts of ways...at virtually every meeting or event"



Perm Sec BIS "I had to work at listening more...to build the trust which people need to be open meant meeting small groups in a neutral space, with no fixed

Martin Donnelly,

agenda."



Baljeet Mahal, DWP (Job Centre Showcase status) "Ensure that [your team] do not feel restricted to ask questions - encourage it." "Colleagues across the grade mix should lead by example and be an ambassador for what they do."

Empowering our teams to deliver



Leadership Award 2014) "The biggest lesson I learned is around giving people a steer of what you want to achieve, and a framework to operate within, but giving people the freedom to decide how to achieve it."



Perm Sec HMRC "I'll keep striving to be less interventionist...The empowerment challenge of leadership is about fighting tendencies and creating space for future talent to grow and develop."



Jackie Heron, HMRC (Winner of HMRC People Award 2011)

"When asking people to do challenging and stretching things, personal relationships with them allow trust. I learn by listening to senior people ...how they phrase sentences and contextualise situations."

