

# the east lothian way

The East Lothian Way has been specifically designed to develop the qualities we need to meet the challenges of a changing world. Quite simply, it's all about the way we do things round here, day-to-day.

Developed through the work of our 'Challenge for Change' leadership conferences, the East Lothian Way focuses on how we can work with colleagues, customers, service users and partners, to deliver services in a more flexible and innovative way. That means showing the same commitment to all our employees and making East Lothian Council an employer of choice.

The East Lothian Way provides direction and highlights what is expected of us across all levels and all areas of the Council. Intended as a 'journey' of continuous improvement and based on personal responsibility and leadership, it links directly into key areas such as recruitment, induction, personal development, leadership, performance, open communication and succession planning.

The following pages set out qualities for all of us to work towards together on, to improve the service we deliver and make East Lothian a fantastic place to live and work.

KEY:

*Managers*

Employees with supervisory/ line management responsibility

*Leaders*

All managers at Business Unit Management level upwards

# Overview

Our qualities...	for all of us:	≋ for our managers:	≋ all our leaders:
<b>focus</b> <i>on service</i>	Providing excellent customer service and contributing to improvements in service	Making sure that the services meet changing customer needs	Shaping services to meet changing customer needs on an ongoing basis
<b>explore</b> <i>the bigger picture</i>	Understanding how our daily activities are linked to the vision of East Lothian Council	Helping employees recognise links through business planning and the Performance, Review and Development (PRD) process	Creating a compelling and shared strategic vision for us all to work towards
<b>initiate</b> <i>solutions</i>	Taking personal responsibility and ownership to be effective in our jobs	Initiating and leading activities to bring about change where needed	Leading, engaging and motivating people
<b>share</b> <i>knowledge</i>	Demonstrating regular and effective team working	Managing and motivating the team appropriately, and maintaining effective partnerships to deliver services	Driving effective, collaborative working
<b>relate</b> <i>experiences</i>	Contributing to regular two-way communications	Promoting an open culture where 'challenge and change' are normal ways of working for all employees	Encouraging a culture of open communication
<b>deliver</b> <i>outstanding results</i>	Taking responsibility and seeing tasks through to successful completion	Using resources effectively, managing change and ensuring results are delivered	Setting high standards and keeping self and others focused on outcomes

# In detail... the east lothian way

	<i>all of us:</i>	<i>managers:</i>	<i>leaders:</i>
<p><b>focus</b> <i>on service</i></p>	<p>Recognise the importance of high standards of customer service</p> <p>Maintain a professional approach and present a positive image to internal and external customers when representing ourself, a service and the Council</p> <p>Be pro-active in responding to the needs of customers and show a willingness and personal responsibility to resolve customer issues</p> <p>Contribute to ideas to improve service delivery and find new and creative ways of doing things better</p>	<p>Create customer-driven improvements to service</p> <p>Consult with team and others, inside and outside the Council, on ideas for improvement</p> <p>Work to improve levels of customer satisfaction and service</p> <p>Find new ways of approaching issues and problems and create a new concept of what the service is or could look like</p>	<p>Demonstrate the importance of stakeholder and customer views in planning and decision making</p> <p>Be sensitive and supportive in managing change while focusing on service delivery</p> <p>Look creatively inside and outside the organisation for new ideas and actively share good practice to continuously improve the service</p> <p>Be ambitious for the service and the Council and take personal responsibility to make things happen</p>
<p><b>explore</b> <i>the bigger picture</i></p>	<p>Understand the links between individual work activities and service/corporate goals</p> <p>Actively contribute to performance review and development (PRD) processes to agree individual work plans which link to service plans</p> <p>Actively contribute to individual and team discussions and reviews of performance goals and objectives</p> <p>Engage in team discussions about changes and priorities for the organisation or service</p>	<p>Support the team to understand how they contribute to achieving operational objectives</p> <p>Be able to translate objectives into achievable, clear plans and make sure these are achieved</p> <p>Engage fully in the performance management process and describe how individual roles fit within the context of the organisation as a whole</p> <p>Explain the reasons for organisational and service changes and priorities</p>	<p>Build a shared vision which is clear and gives strategic direction; engaging all stakeholders to work together to achieve vision</p> <p>Translate the vision into operational objectives, focusing on results and achieving outcomes</p> <p>Demonstrate knowledge and understanding of the needs of the organisation and the community it serves, both in planning and implementing services</p> <p>Make sure that the vision is meaningful to all and pro-actively promote it</p>

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	<i>all of us:</i>	<i>managers:</i>	<i>leaders:</i>
<p><b>initiate</b> <i>solutions</i></p>	<p>Seek to achieve and exceed targets and standards</p> <p>Understand our responsibilities and the scope of our duties</p> <p>Take account of how behaviour affects others</p> <p>Take responsibility for personal learning and development to help achieve individual and team goals</p>	<p>Be approachable, supportive and demonstrate integrity, fairness and high personal standards</p> <p>Set an example to the team with own approach and attitude</p> <p>Provide clear direction and specific goals for the team</p> <p>Get the best out of people by pro-actively developing the team's skills, experience and ambition</p>	<p>Provide a role model for others; act with integrity; be accessible, consult and involve others in decision making, and regard these 'values' as integral to the Council</p> <p>Adapt leadership styles to take account of diverse situations</p> <p>Promote and demonstrate personal and professional learning and development in self and others</p> <p>Take a genuine interest in staff as individuals; value their contributions and have positive expectations of what can be achieved</p>
<p><b>share</b> <i>knowledge</i></p>	<p>Work well with colleagues inside and outside the team</p> <p>React constructively to the suggestions and requests of others</p> <p>Look beyond the boundary of our job to support others, sharing knowledge and contributing to the team spirit</p> <p>Establish and maintain effective working relationships with others</p>	<p>Provide a clear direction and specific goals for the team</p> <p>Be able to manage conflict and challenge poor performance</p> <p>Develop effective personal networks outwith job boundaries</p> <p>Takes account of internal and external stakeholder issues</p>	<p>Promote, and be actively involved in, multi-agency partnerships to continually improve the service</p> <p>Network effectively, internally and externally</p> <p>Understand the political dimension of their work and operate effectively within a complex political environment</p> <p>Recognise, respect and utilise the expertise of others</p>

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	<i>all of us:</i>	<i>managers:</i>	<i>leaders:</i>
<p><b>relate</b> <i>experiences</i></p>	<p>Adapt the content and style of our communications to help others understand</p> <p>Consider and respect other people's ideas and opinions</p> <p>Use appropriate language, gestures and tone when talking to others</p> <p>Actively seek to improve all forms of communication with others</p>	<p>Communicate effectively, using a variety of styles, with a broad range of people</p> <p>Listen with care, appreciating the views and contributions of all staff</p> <p>Adopt an honest, straight-forward and consistent approach</p> <p>Promote a culture of open, two-way communication</p>	<p>Respect, value and encourage the involvement and development of others in a 'can-do', collaborative culture</p> <p>Encourage others to think for themselves; suggest improvements and take on responsibility</p> <p>Create a culture of trust, openness, debate and constructive challenge</p> <p>Keep people well informed and communicate positively and respectfully</p>
<p><b>deliver</b> <i>outstanding results</i></p>	<p>Plan and organise work to meet deadlines</p> <p>Takes responsibility for solving problems and making decisions</p> <p>See tasks through to completion</p> <p>Respond to feedback and take appropriate action</p>	<p>Focus on the achievement of successful outcomes and delivery of results</p> <p>Make full use of financial and other resources</p> <p>Deliver on time, to budget and to the standard required</p> <p>Be focused on continually improving performance and on giving regular, constructive feedback on team and individual performance</p>	<p>Keep themselves and others focused on delivery of outcomes to a high standard and to budget required</p> <p>Give regular, fair and accurate feedback on service, team and individual performance</p> <p>Be decisive when required and be prepared to take difficult decisions and risks when appropriate</p> <p>Allow staff to perform - giving 'elbow room' and autonomy when delegating tasks and provide support, guidance and constructive feedback when required</p>