

The 'One Organisation' Manager – Capabilities & Behaviours

As a manager do you...?

	New	Scale 5---4---3---2---1---0	Traditional
1. Customer first	<ul style="list-style-type: none"> • always seek customers view • respond to these requirements 		<ul style="list-style-type: none"> • deliver only to service standards • stick to the procedure
2. Thinking one organisation	<ul style="list-style-type: none"> • take responsibility for the whole organisation's response • weave together the organisation's response 		<ul style="list-style-type: none"> • ensure teams take their responsibility • accept differences between teams, location and processes
3. Flexible/getting results	<ul style="list-style-type: none"> • recognise it may be necessary for every job • take ownership of problems and organise others to help you deliver 		<ul style="list-style-type: none"> • regard work plans, procedures and time management as the first priority • move onto the next job
4. Delivering VFM	<ul style="list-style-type: none"> • always seek a benchmark figures for cost and quality • know your service cost outturns 		<ul style="list-style-type: none"> • work off what has been always used • work without cost information
5. Tenacity and enthusiasm	<ul style="list-style-type: none"> • accept your mood influences others so tenacity, if not enthusiasm, is important in frustrating circumstances • take care with your feelings when handling difficult jobs 		<ul style="list-style-type: none"> • accept we all go through ups and down and will show it • delegate difficult jobs

<p>6. Coach and team builder</p>	<ul style="list-style-type: none"> • recognise when individuals need coaching and ensure they get it • ensure the team is continually looking to improve 		<ul style="list-style-type: none"> • believe the appraisal arrangements are enough support • tackle team problems when they occur
<p>7. Dynamic and focused</p>	<ul style="list-style-type: none"> • make sure there is a vision/strategy for your team and lead towards it • put your focus and integrity behind leading the team 		<ul style="list-style-type: none"> • ensure the team has its targets • stick to performance management
<p>8. Innovative and open minded</p>	<ul style="list-style-type: none"> • aware of your comfort zones and seek others to challenge current practice • take team time to look for innovation 		<ul style="list-style-type: none"> • rely on challenges and problems to stimulate innovation • find pressure of business drives out innovation
<p>9. Good communicator/ advocate</p>	<ul style="list-style-type: none"> • recognise where your communicating is strong and where weak • adapt, prepare and seek feedback from each situation 		<ul style="list-style-type: none"> • know where your good and stick to it • use tried and tested methods and assume there's no problem until people say so
<p>10. Risk aware</p>	<ul style="list-style-type: none"> • assess risk but recognise there will be elements of it if there is to be a bias for action • challenge with evidence overly risk averse decisions 		<ul style="list-style-type: none"> • do the risk assessment and be cautious • go with the safest option
<p>11. Responsible across the organisation</p>	<ul style="list-style-type: none"> • work shorter term to tackle silo people and system • work longer term to change systems and the culture 		<ul style="list-style-type: none"> • live with the results of silo - systems • accept that others will be silo oriented

<p>12. Influencer and negotiator</p>	<ul style="list-style-type: none"> • act with skill at influencing and negotiation • keep focused on delivering the outcome 		<ul style="list-style-type: none"> • use all means at your disposal to win the case • like to win easily rather than deliver awkwardly
<p>13. Uses diversity</p>	<ul style="list-style-type: none"> • recognise and seek to understand diversity in teams and customers • find ways of maximising the use of diversity 		<ul style="list-style-type: none"> • assume people will tell you about their diverse needs as staff or customers • regard the need for meeting diversity as extra work
<p>14. Networker</p>	<ul style="list-style-type: none"> • spend time networking in the community you serve and amongst partners • utilize networks to improve services and delivery 		<ul style="list-style-type: none"> • wait for the right time to emerge to build your network • assume your doing the best until proved otherwise
<p>15. Tackle poor performance</p>	<ul style="list-style-type: none"> • regard performance feedback – good and bad - as central to management • actively seek to improve the way you handle it 		<ul style="list-style-type: none"> • regard performance management as a pain and done when you have to • stick with the existing systems you know

This chart was derived from the views of a management group of about 50. They identified the behavioural shift necessary - from 'now' (traditional) to 'new' - to create a genuine 'one organisation'. It was then used by them to assess personal change over a Management Gym development programme (see *New Managerial Leadership*)