

Leadership Framework

Background

It is important to note that many of the ideas associated with the Leadership Framework are not new and have been developed from the experiences of other organisations. It draws together and formalises elements of good leadership behaviour which underpin Lancashire Fire and Rescue Service (LFRS) values and incorporates many of the behaviours identified within the NFCC Fire and Rescue People Strategy 2017/2022.

What is a the Leadership Framework

The Lancashire Fire and Rescue Leadership Framework translates our values into desired leadership behaviours, through these behaviours, our leaders communicate our values.

Members of staff learn and identify what is acceptable behaviour from their leaders, through demonstration of the values. Values become embedded when all members of staff understand what is expected of them, leaders demonstrate them, and failure to meet them is challenged in an appropriate and developmental way.

The purpose of the behaviours detailed within the framework is to promote the creation of high performing teams, create teams which are inclusive, able to respond positively to change and create pleasant and safe places where people want to work.

The Framework acknowledges and highlights the clear link between leadership and organisational performance, development, culture and employee engagement. The most effective leaders are those who actively work with staff, involve them in decision-making and encourage them to make changes that ultimately improve the working environment and the Services we deliver.

The behaviours encompass the behaviours included in the NFCC leadership framework based on: Outstanding leadership, personal impact, organisational effectiveness, and service delivery. These are built into our leadership framework which are part of our strive values.

Why do we have a Leadership Framework

The leadership framework is focused on our values within LFRS, we describe these as STRIVE. We apply our values to what we do in terms of how we lead in the Service, how we lead the functions we are responsible for, how we lead our teams and how we lead ourselves.

Leadership versus Management

Leadership and management are not the same thing but are necessarily linked. In terms of managing our teams we recognise this as organising, planning, coordinating, problem solving and producing the expected results. In relation to leadership we identify this as establishing direction, aligning people with that direction, motivating, inspiring and producing change at an individual or team, or organisational level.

The manager will focus on systems and structure, relies on control, generates creative solutions and accepts the status quo. The leader will focus on people, inspires trust, challenges, originates, energises, asks what and why and is focused on the longer term.

From a broader perspective management can be described as smaller scale focused on short-term, detail, directing, containment of risk, directing and monitoring. Leadership can be described as more about setting the vision, long-term focus establishing a strategic direction, empowering and mentoring. The leader develops the overarching plan and the manager executes it.

There are many models of management, good leaders and good managers are often not the same person. The few people that excel at both tend to be overwhelmingly successful in achieving their goals. Organisations need people who are good at both to succeed. Perhaps the most important trait, which is common both to effective managers and leaders, is the ability to devolve responsibility and accountability for decision-making and contribution to continuous improvement to the lowest level. In this way, managers and leaders create the right environment and instil the right behaviours which encourage staff, at all levels, to make contributions towards the achievement of organisational goals.

What is leadership within LFRS?

We know what good leadership looks like and we recognise that we don't get it right all of the time; the Leadership Framework gives us an opportunity to clearly explain what behaviour we expect from the leaders within LFRS.

Effective leadership is about developing a vision for the future, as well as understanding the current needs of LFRS. LFRS recognises outstanding leaders as: *Those who engage with others, energize them to overcome barriers, build confidence and trust and use coaching and support to deliver innovation, successful performance and great customer service. Leaders should be willing to challenge poor behavior wherever it occurs.*

Leadership is about decision and choice it is not about rank. Leadership is about being willing to sacrifice your time to someone else, commitment of service to another and a willingness to work together to achieve the best outcomes.

We need people to recognise and think of themselves as leaders, not necessarily by virtue of their role but because they see what needs to be changed or improved and are prepared to work and influence others to make those changes happen.

There needs to be a shift towards encouraging and establishing more different styles of leadership based upon collaboration, support, influence and encouragement, rather than command, control and authority.

Authentic leadership

Underpinning the leadership framework is the need for current and future leaders to demonstrate "authenticity" in the way in which they influence and support each other. When considering overall organisational effectiveness, two key influences are the engagement of individuals within and across professions and directorates and the extent to which the Service enables its workforce to maximise its effectiveness. An enabled workforce will benefit and be inspired by a working environment which is supportive, which optimises roles and which promotes and exhibits authentic leadership. Typically any authentic leader acts

as a role model, empowers those around them, seeks and responds to feedback, builds trust and strengthens competence, encourages innovation, tolerates a degree of failure by managing risk, learning from mistakes and celebrating successes.

The importance of STRIVE

Values are specific beliefs that individuals have about what is important and unimportant. Where we place our time, energy and resources sends clear messages about what we value within LFRS. Values develop from our direct experiences with people. It is ultimately our personal values that determine what we do, our actions and how we are perceived by others.

The values of LFRS are at the centre of what we do in terms of keeping the residents of Lancashire safer.

Our Values

Service: Making Lancashire safer is the most important thing we do.

Trust: We trust the people we work with.

Respect: We respect each other.

Integrity: We do what we say we will do.

Valued: We actively listen to others.

Empowered: We contribute to decisions and improvements.

Appropriate Behaviour

The imperative is to maintain trust, respect and integrity between leaders and those they lead. When developing close working teams it is important to acknowledge the need for mutual respect and the requirement to avoid conduct that offends others. Unacceptable behaviour undermines trust and cohesion and impacts on LFRS's ability to do its job safely, responsibly and professionally. While a leader may call an employee's actions into question and will necessarily need to scrutinize some of an employee's duties, the leader has faith in the workforce and the ability to inspire and gather a following.

Is it about us all leading in the same way ?

No, we are all different and we celebrate and value the difference in each of us. However, we have a leadership framework which is important in terms of our interactions with each other and our communities and in terms of being able to respond to the changing nature of the Service. We need to be able to be flexible in the way we lead staff because they are all different.

What does the LFRS Leadership Framework consist of ?

It consists of a set of behaviours that we expect from our leaders when putting our values into practise in terms of: leading the Service; leading the functions they are responsible for; leading their teams, and how they conduct themselves. There is widespread recognition of the direct link between leadership capability and sustained high performance. Our

organisational culture is influenced by the nature of leadership; arguably the most important determinant of the development and maintenance of culture is current and future leadership¹

Leadership Styles

Leadership style can be described as the way a person uses power to lead other people. The most appropriate leadership style will depend on the function of the leader, the followers and the situation.

Different types of leadership styles exist in work environments; advantages and disadvantages exist with each leadership style. The culture and goals of the organisation will determine which leadership style fits it best. Some organisations may have several leadership styles, dependent upon the necessary tasks to be completed and departmental needs.

The transactional and transformational approaches represent two ends of the spectrum in terms of leadership. Leaders must be comfortable in moving along the spectrum, applying the most appropriate leadership behaviour depending on the situation. An awareness of some of the leadership styles can aid our understanding.

The Directive Style: Most effective when a leader requires rapid unquestioning action, it may be suitable in an emergency situation, but overuse can have a negative impact.

The Paternalistic Style: Organisational power is used to control and protect subordinate staff who are then expected to be loyal and obedient.

The Participative Style: The leader asks for and values input from the team. They create an environment where ideas and criticism is welcome which can build commitment through participation.

The Pacesetter Style: Demands high standards and the style gets results from a highly competent team, but can be demoralising for those who can't keep up.

Research has shown that the most effective leaders regularly use transformational styles of leadership:

The Coaching Style

This style focuses on what the individual can achieve, the leader encourages dialogue and helps others to identify their own strengths and weaknesses and builds long term capability.

The Affiliative Style

People come first. The leader focuses on the needs of the individual and the team, building bonds and creating rapport, however there needs to be a balance because too much focus on people can allow results to go unchecked.

The Visionary Style

The leader communicates a clear aims in terms of where they are going and the standards expected to achieve the aim. It can be very motivating and capitalises on strengths.

¹ Schneider B, Barbera KM (eds) (2014). Oxford Handbook of organisational climate and culture. New York: Oxford University Press

Coaching

Coaching is identified as a crucial technique in developing individuals, teams and organisations. Coaching is the process of unlocking an individual, or a team's potential in order to maximise performance. The focus in coaching is on helping others learn rather than teaching them. It uses leadership behaviours to influence people's motivations and attitudes.

Some basic coaching skills include:

Developing rapport: Rapport can be described as a state of understanding with another individual which enables easier communication. Sometimes it happens naturally where people get on well, but it can also be developed by developing a shared understanding of the other person's perspective, finding common ground and being empathetic.

Observation: Observation skills are required to be able to identify individual strengths and weaknesses which impact on performance. Behaviour not consistent with our values should be identified and challenged.

Effective Communication: An ability to explain the direction of the team and set clear priorities. Effective communication is measured by what is heard/seen, not what is said/done.

Developmental Feedback: People learn by reviewing what they have done well and where things have gone wrong. Leaders should take every opportunity to give feedback and discuss performance; this should be a regular occurrence and not be restricted to an appraisal meeting or a formal event. Feedback should be given in a developmental way without criticism and blame.

Goal setting: When we achieve our goals we feel motivated. Goal setting is a versatile and effective coaching tool to focus attention to improve a team or an individual's performance. Breaking down long-term objectives into short-term goals allows for improvement and results in increased motivation.

How will the leadership framework be used?

The leadership framework is aligned to LFRS values and will be used in Human Resources processes including recruitment, talent management and performance management. The framework will play an important part in recruitment, assessment and selection. During interviews and assessment for selection, candidates will be expected to demonstrate how they apply the leadership values in their work. This will be in addition to showing how they demonstrate specific competencies. Candidates may be asked about past behaviour and how they would deal with certain future situations. Being aware of the framework will help them prepare.

During recruitment and selection assessments, even though the focus during assessment exercises will be on achieving the aim of the tasks, an understanding of the values and competencies will help guide candidates' actions and decisions as they work through the exercises.

Effective performance management is essential to help us link our role and behaviours to the aims, priorities and values of the Service. The leadership framework is a tool where behaviours in terms of expectations, praise and challenge can be included in the appraisal conversation.

The framework also demonstrates how leadership and commitment with respect to the health and safety and environmental systems is applied within LFRS and supports the overall responsibility and accountability for the prevention of work-related injury and ill health, as well as the provision of safe and healthy workplaces and activities.

How can I improve my leadership capability?

- Obtain feedback on your leadership capability and access development from your line manager within your appraisal; look to identify areas of stretch and challenge and activities where you will be out of your comfort zone.
- Further to a recruitment process seek feedback on your areas of development and areas of strength and produce a personal development plan and monitor your progress against it.
- Go through the behaviours and identify evidence of where you demonstrate it.
- Seek out a mentor in relation to an area you wish to improve.
- Seek feedback from peers and colleagues on your performance against the behaviours.
- Reflect on what has gone well and how it could have made something better.
- Reflect on your personality and how it influences your feelings and your action.
- If you receive negative feedback, don't take it personally consider what it like is to be on the other end of you. Remember you have an opportunity to make a positive difference to the people you lead.
- Take time to reflect and consider, changing patterns of behaviour takes time and hard work.
- Access an external coach, within LFRS coaching is available by experienced coaches. Coaching provides a confidential space to explore issues of leadership or personal development.
- The Human Resources website includes information on: appreciative enquiry, solution focus and emotional intelligence. All of which can be used to develop your skills.
- LFRS is utilising a 360 degree tool designed around LFRS values and behaviours. All line managers can access the tool annually. On a more informal basis everyone can ask for and seek feedback from their line manager, their peers and the teams they lead.

	Leading Yourself Developing yourself and creating a constructive safe working environment	Leading Others Building high performing teams and developing others	Leading the Function Delivering high quality services, which provide value for money and which continuously improve	Leading the Service Ensuring what we do is linked to the LFRS mission of keeping Lancashire safer
Service: Making Lancashire safer is the most important thing we do	<p>I demonstrate pride and passion for the Service.</p> <p>I actively seek opportunities to develop myself and innovate to deliver the Service in the most effective way.</p> <p>I prioritise the needs of the people of Lancashire.</p>	<p>I recognise and challenge inappropriate behaviour.</p> <p>Highly developed in my area of expertise; I maintain my own technical and professional competencies and those of my team.</p>	<p>I monitor the performance and quality of the area I am responsible for and share information to improve performance.</p> <p>I set and monitor the completion of goals for the team I am responsible for, offering support and coaching.</p> <p>I seek to identify barriers and solutions to the completion of objectives.</p>	<p>I consider the internal and external influences affecting my Service to set a clear direction and priorities.</p> <p>I proactively develop and sustain collaborative relationship with all internal and external stakeholders.</p> <p>I understand what the Service is trying to achieve and where my Service area fits into the bigger picture.</p>
Trust: We trust the people we work with	<p>I encourage open communication demonstrating an open culture.</p> <p>I am approachable and willing to listen.</p>	<p>I take responsibility for my decision making and make decisions based on supporting evidence and risk.</p> <p>I develop confidence in others, empowering them to make their own decisions and learn from their mistakes.</p>	<p>I work to build constructive working relationships to deliver shared goals.</p> <p>I use resources and deliver projects in accordance with LFRS Policy and Procedures.</p>	<p>I champion and report safeguarding, health and safety, environment, inclusion and equality and diversity issues to help protect people from harm.</p> <p>I am flexible and open to new ways of working and willing to consider the ideas of others.</p>

<p>Respect: We respect each other</p>	<p>I demonstrate respect and sensitivity towards colleagues and the community irrespective of beliefs and cultures.</p> <p>I demonstrate respect for colleagues across all professional Departments, considering their points of view and feedback.</p>	<p>I am people and outcome focused; I make decisions based on better service outcomes.</p> <p>I initiate action, give direction and take responsibility.</p> <p>I am helpful when dealing with issues raised by staff, colleagues and customers.</p>	<p>I am flexible in my approach, open to new ways of working and consider the ideas of others.</p>	<p>I want to make a difference, I adapt and lead change, and look to implement innovative ideas, improvements and change effectively and in consultation with others.</p> <p>I consult and consider the impact of my decision making on other Departments.</p>
<p>Integrity: We do what we say we will do</p>	<p>I value inclusion and I demonstrate appropriate behaviour at all times.</p> <p>I am effective and make the best possible use of my energies at work.</p>	<p>I value and appreciate difference in people; I am empathetic to the point of view of others and encourage others to be so.</p> <p>I challenge poor performance and give developmental feedback.</p>	<p>I seek to understand and address specific risks of the diverse needs of people and communities.</p> <p>I solve problems creatively from a position of enquiry.</p>	<p>I am transparent and explain the reasons for my decision making, I am open to challenge.</p> <p>I work in a professional, non-judgemental way, clearly communicating my standards and expectations.</p>
<p>Valued: We actively listen to others</p>	<p>I am aware of how my actions/ behaviours may impact on others and I modify my behaviour accordingly.</p>	<p>I actively listen to others; I display helpful, constructive behaviours, value achievement and challenge negativity where it is a threat to improvement.</p> <p>I inspire others to become proactive and to achieve.</p>	<p>I enter into dialogue not conflict and I am able to give and receive constructive and developmental feedback.</p> <p>I value a diversity of opinion and thought.</p>	<p>I demonstrate good leadership qualities and support the development of others.</p>

<p>Empowered: We contribute to decisions and improvements</p>	<p>I look for opportunities to learn and develop in accordance with the Service values.</p> <p>I learn from mistakes made by myself and others without attributing blame.</p>	<p>I look for opportunities to develop and nurture others.</p> <p>I delegate effectively, allowing others to focus on the detail where this is appropriate.</p>	<p>I identify innovation to improve the efficiency and quality of my Service area.</p> <p>I motivate and inspire others to do well</p>	<p>I reflect on the Service I am responsible for, their performance and take appropriate action to minimise organisational risk.</p> <p>I encourage and support others to make decisions.</p>
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