MERSEYSIDE FIRE & RESCUE SERVICE
LEADERSHIP BEHAVIOURS

At Merseyside Fire & Rescue Service, our Leadership Behaviours below highlight both the 'WHAT' & 'HOW' we are expected to behave and the difference we make to the people around us. Our Leadership Behaviours reflect our Leadership Message and, in particular, our values that help us define the behaviours we are all expected to demonstrate. We have also integrated the fire service Core Code of Ethics and utilised the four leadership themes from the NFCC Leadership framework & identified leadership descriptors for each level of management. The four themes are:

PERSONAL IMPACT • OUTSTANDING LEADERSHIP • SERVICE DELIVERY • ORGANISATIONAL EFFECTIVENESS

PERSONAL IMPACT
WHAT
Good listening skills – Empathy – Courage – Integrity – Compassion

LEADING YOURSELF Everyone (HOW)	LEADING OTHERS Supervisory Managers (HOW)	LEADING THE FUNCTION Middle Managers (HOW)	LEADING THE SERVICE Strategic Managers (HOW)
I demonstrate Service values and behaviours.	I consistently lead by example.	I set standards of behaviour in line with Service values and behaviours	I promote and role model behaviours and make strategic decisions in line with our Leadership Message.
I value inclusion and set a positive example to others.	I take responsibility for inclusion, and encourage different points of view.	I role model and mentor others in how they communicate and engage to encourage inclusion.	I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
I reflect on my own strengths and see the strengths of others (using colours).	I give and receive feedback.	I provide a visible presence and recognise the contribution of others.	I actively engage with teams to seek their views.

OUTSTANDING LEADERSHIP
WHAT
Listen & be informed – Persuasion - Developing others - Emotionally intelligent & aware

LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	I work internally and externally to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	I engage with others to establish the strategic direction and the working goals of the organisation
I take responsibility and accountability for the quality of my own work.	I have responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	I empower, enable, and inspire people to understand and commit to the vision and communicate openly.
I role model proactively, learning new skills and behaviours.	I look for opportunities to support others through appraisal, coaching and mentoring.	I nurture future talent and proactively plan for succession. I look for opportunities to coach, mentor and support people outside of my teams.	I foster and embed the principles of a learning organisation.

SERVICE DELIVERY
WHAT
Community development - Cultural Intelligence - Curiosity - Continuous improvement

LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
I find out about my local community risks & associated behaviours to ensure we are offering the best service.	I seek to understand, prioritise & address the specific risks and diverse needs of people and communities.	I take a business-like broad approach that considers how to achieve better outcomes for communities.	I shape the wider community outcomes for the Merseyside Region.
I plan ahead and prioritise my work, managing my time effectively to get things done.	I look ahead to anticipate issues with local service delivery and performance and make plans to resolve or minimise issues.	I monitor the quality-of-service delivery and share information so that people know how well we are performing and plan accordingly.	I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation and external organisations.
I work to foster trust with others & build constructive working relationships to achieve goals.	I encourage my team to build constructive working relationships with others to achieve our aims.	I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	I proactively build and sustain collaborative relationships with high-level stakeholders.

ORGANISATIONAL EFFECTIVENESS
WHAT
Big picture – Collaboration - Commitment - Communication - Accountability - Measurements

LEADING YOURSELF Everyone	LEADING OTHERS Supervisory Managers	LEADING THE FUNCTION Middle Managers	LEADING THE SERVICE Strategic Managers
I know what the key organisational goals are and how I contribute.	I make sure the team understands how our work contributes to and delivers organisational priorities.	I am aware of wider organisational and political priorities and how my function contributes more widely.	I lead the organisation and develop the vision, mission and strategic business plan, inclusive of diverse and changing community risks.
I work within the organisation's policies, procedures and processes.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	I act as a professional advisor to governance at all levels.
I continuously seek to improve my performance & share my ideas.	I promote continuous improvement for the team and the organisation through listening and implementing ideas.	I apply the latest business processes and do not settle for the status quo.	I foster and enable continuous improvement & promote an innovation culture encouraging people to experiment and learn.