



People & OD



West Midlands Police

Our Leadership Promise — at expected and below standard

“At West Midlands Police we believe everyone is a leader”

“For many of us policing is more than a job, it’s a vocation.

“We come from all walks of life, bringing our unique qualities to work with us every day and using these qualities to support, protect and offer reassurance to others. It’s a great honour and brings with it an even greater responsibility – after all, our communities depend on us.

“That’s why at West Midlands Police we believe everyone is a leader, with a responsibility to act and behave in a fair and inclusive way, reflecting our values and demonstrating our commitment to everyone who lives, works and visits the West Midlands region.

“As a valued member of the team we encourage and empower you to continually develop your leadership capability, to seek out learning opportunities and collaborate and connect with others - both internally and externally - who can support you on your career journey.

“At West Midlands Police our Leadership Promise is a blueprint that we can all live by, creating a supportive environment where you can do your best and be your best at work regardless of the level of responsibility you hold or walk of life you may come from.

“Our Leadership Promise is our commitment to you.

“Thank you for being part of the team”

Dave

Dave Thompson

Chief Constable at West Midlands Police



“How it all fits together?”

Our vision, our values, the CVF and Leadership Promise

Our **Leadership Promise** is our commitment to you and how we expect everyone to act and behave. As leaders we take accountability for our performance, demonstrating positive behaviours and measuring ourselves and others against these behaviours

The [College of Policing Competency Values Framework \(CVF\)](#) sets out the competencies and values officers will be measured against during the recruitment and promotion process, alongside our Leadership Promise

Our [Shared Values](#) form part of our People Deal and are the skills, attitudes and behaviours that we should all aspire to

The [West Midlands Police Vision](#) creates a clear picture of what we are here to achieve – to prevent crime, protect others and help those in need

For recruitment and promotion purposes only

[College of Policing competencies and values](#)

Deliver, support & inspire

Analyse critically

Innovative & open-minded

Collaborative

Take ownership

Impartiality

Integrity

Public service

Transparency



“What type of leader are you?”

Leading self... is a commitment to adopting positive behaviours and developing an awareness of your impact on others.

Leading others... addresses your authentic leadership style and how you deliver against priorities while supporting your team to be their best at work

Leading the business... builds on your authentic leadership style, creating a vision of what the future looks like and taking people along with you

And... whether you are leading self *and* leading others, leading self *and* leading strategy or demonstrating your capability at *all* levels, you are accountable for your own performance

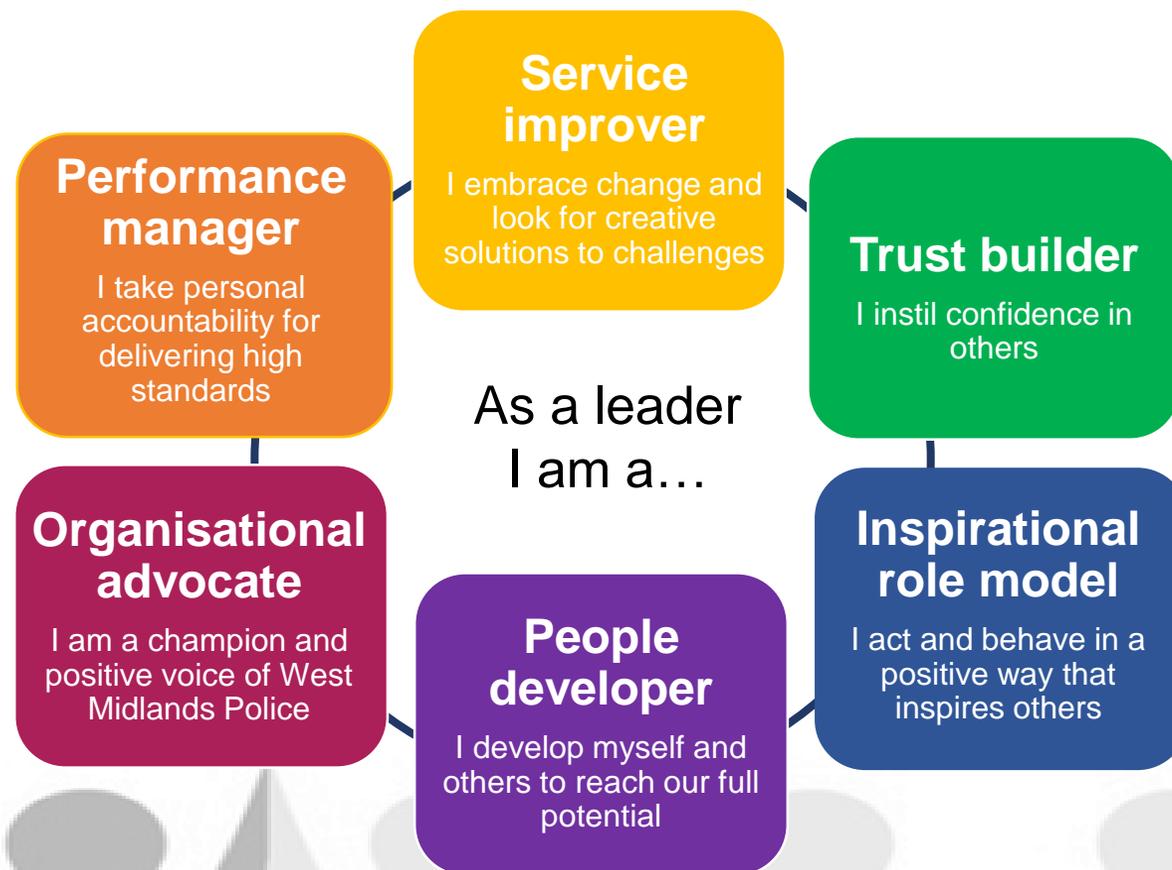


“How do your leadership skills measure up?”

As a leader, focused on continuous professional development, we encourage you to develop yourself against the six areas of leadership:

1. **Service improver**
2. **Trust builder**
3. **Inspirational role model**
4. **People developer**
5. **Organisational advocate**
6. **Performance manager**

Take a closer look and see how your skills measure up?



“As a Performance Manager...”

I take personal accountability for delivering high standards”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

Meets expectation

Leading self

- I am accountable for my own performance and set high personal standards which I consistently deliver to ensure the best for our customers
- I am focused on the priorities of the team and work towards these, offering support to others to ensure we achieve them
- I constantly review my performance and ask for feedback on where I can improve so I can be the best I can be at work and supporting others to do the same
- I am fair and inclusive, recognising and valuing the skills and attributes my colleagues bring to the team and asking them to share their skills, knowledge and expertise to help me improve my performance
- I put the customer first and work with others to identify opportunities where I can add value to my work and the work of the team for the benefit of the customer

Leading others

- I develop plans and prioritise action by setting clear objectives and expectations of the team for delivery to ensure the best for our customers
- I hold my team to account for delivery of their objectives and positively challenge them through coaching and mentoring to optimise their performance
- I am focused on the team, force and community priorities offering guidance and support to drive delivery and achieve what we set out to achieve
- I am fair and inclusive, recognising the skills and attributes of my team and celebrating their achievements in a way that values their contribution
- I empower my team to find solutions to challenges and to consider the wider impact a decision can have on others to ensure we achieve the best result

Leading the business

- I develop long term business strategy which gives clear leadership direction, milestones and measurement for successful delivery
- I am accountable for strategy delivery, responding to internal and external feedback to ensure the impact of our decisions on people, the force and the community is identified and addressed
- I am fair and inclusive, actively demonstrating positive leadership behaviours in line with our force values and am prepared to be held to account and challenge others
- I create an environment that encourages others to confidently share their views and look for creative solutions that support us to deliver our vision and achieve the best results for colleagues and the community

“As a Performance Manager...

I take personal accountability for delivering high standards”

These are the skills, attitudes and behaviours that are in conflict with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none">• I do not take responsibility when performance is below an agreed standard and as a result I consistently miss or do not deliver what is expected of me• I take little or no action when offered constructive feedback that may support my development or contribute towards a successful outcome• I do not consider the views and opinions of others or their expertise• I am not focused on the customer experience but on the achievement of my own priorities	<ul style="list-style-type: none">• I do not take responsibility when performance is below an agreed standard and as a result I consistently miss or do not deliver what is expected of me• I do not develop or articulate objectives clearly and priorities for action and as a result the team are unsure of what is expected of them• I do not support others to improve in areas of under-performance through coaching or mentoring• I do not recognise the skills and attributes of people in my team	<ul style="list-style-type: none">• The lack of a clear strategy means that there is a direct impact on the delivery of services and the identification of clear milestones• I do not seek or respond to feedback from our internal and external stakeholders. This can have a negative impact on the force, colleagues and the community• My behaviours and actions do not positively demonstrate the force values e.g.<ul style="list-style-type: none">- I take little or no action when challenged about my actions and behaviour- I do not challenge others when their actions and behaviours fall short of what is expected of them• I do little to encourage those I lead to collaborate and find creative solutions to challenges that have an impact on everyone• I fail to appropriately challenge my team to consider the impact of decisions on others

“As a Service Improver...

I embrace change and look for creative solutions to challenges”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Meets expectation	<ul style="list-style-type: none">• I put the customer first and work with others to identify opportunities where I can add value to my work and the work of the team for the benefit of the customer• I am fair and inclusive, recognising and valuing the skills and attributes my colleagues bring to the team and considering the impact of processes and decisions on groups and individuals• I understand that change is inevitable and embrace new ways of working that respond to internal and external challenges and help us achieve our vision• I strive to do my best and continuously improve our service by requesting feedback from colleagues and customers and sharing feedback with others	<ul style="list-style-type: none">• I empower my team to come up with creative solutions to challenges and take accountability for considering the impact on the team, the force and the community• I am fair and inclusive, recognising and valuing the skills and attributes of everyone in my team and supporting them to share their views, develop their approach and make a full and active contribution• I understand how individuals in my team respond to change and support them to embrace new ways of working and seek out opportunities to help us achieve our vision• I work with my team to understand internal and external challenges better by explaining the impact and priorities with my team• I reflect, and encourage the team to reflect, on past performance to consider where improvements can be made and to celebrate our achievements	<ul style="list-style-type: none">• I am a critical thinker, understanding how internal and external factors influence our service and using this insight to develop a business strategy with a clear delivery plan, priorities and objectives• I create an environment that encourages innovation and supports others to consider new and alternative approaches that achieves sustainable continuous improvement• I am fair and inclusive, consulting widely with internal and external stakeholders to ensure our service is fit for purpose and inclusive of all• I build strong and mutually supportive relationships with our diverse community that helps us to develop and adapt our approach to meet their needs• I make evidence-based decisions by consistently monitoring and measuring the effectiveness of our service delivery• I appreciate the hard work and dedication of our team to delivering results and give praise and recognition where it is due

“As a Service Improver...

I embrace change and look for creative solutions to challenges”

These are the skills, attitudes and behaviours that **are in conflict** with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none"> • I do not look for opportunities to improve my own performance or the performance of the team by sharing my ideas • I do not consider the views and opinions of others or their expertise • In delivery of the service I do not recognise or consider the impact of decisions on customer experience in a way that is inclusive • I am often resistant to change without exploring the benefits • I take little or no action when offered constructive feedback that may support my development or contribute towards a successful outcome 	<ul style="list-style-type: none"> • I do not actively engage my team in exploring creative solutions to challenges • I do not recognise or value the skills and attributes of people in my team in a way that is inclusive • I offer little support and/or information, coaching or engagement that would encourage others to embrace change more effectively • I do not regularly update my team or share information about the organisation and the internal and external challenges that may impact on our team priorities 	<ul style="list-style-type: none"> • I am not creating an environment that encourages innovation e.g. <ul style="list-style-type: none"> - a focus on tasks instead of outcomes - encouraging diversity of thought • I do not undertake a thorough strategic approach that assesses internal and external factors • I do not consult widely as a way to agree priorities and actions ensuring our service is inclusive, fit for purpose, and contributes to the development of mutually supportive relationships • I do not develop and/or measure the effectiveness of our service delivery effectively • I overlook others in our team who have made a valuable contribution

“As a Trust Builder.. I instil confidence in others”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Meets expectation	<ul style="list-style-type: none"> • I practice good listening skills so that I can be more receptive to other people’s needs and understand what it is like for them • I am fair and inclusive, holding myself to account for my actions and behaviours and challenging others when their actions and behaviours fall short of our force values • I work with others in my team and build strong networks across departments to provide the best service for our customer • I make a full and active contribution to team priorities by doing my best and offering support to other team members • I am honest and reliable, identifying challenges early so that I can do what I say and deliver on my promises 	<ul style="list-style-type: none"> • I build strong relationships with others so that I can understand the priorities of others and ensure our priorities are aligned to provide the best service for the customer • I embrace opportunities to listen and learn from my team, encouraging the team to confide in me as I coach, mentor and empower them to be their best at work • I am fair and inclusive and set clear expectations, holding myself to account for my actions and behaviours and challenging others when their actions and behaviours fall short of our force values • I take responsibility for complaints and evaluate our performance, focusing on putting things right and developing our approach as positive role models for the force • I am honest and reliable, communicating regularly with my team to help them understand the rationale for how decisions are made and to share their concerns and ideas with senior leaders 	<ul style="list-style-type: none"> • I am actively involved with the local community, listening to their suggestions and concerns and keeping abreast of policy changes and other factors which may affect our service delivery • I am fair and inclusive and reflect this in our business strategy, holding myself to account for my actions and behaviours and challenging others when their actions and behaviours fall short of our force values • I bring the right people together to work on our strategic priorities , building trust and collaboration both internally and externally and ensuring a coordinated and considered approach with the buy-in needed to drive success • I communicate the vision in way that engages people, inspires them to speak up and take action • I am honest and reliable, using evidence-based decision-making to build trust and credibility in our approach, regularly sharing the rationale for how decisions are made

“As a Trust Builder.. I instil confidence in others”

These are the skills, attitudes and behaviours that are in conflict with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none"> • I do not take responsibility or ownership for my mistakes and can sometimes blame others for my actions and behaviours • I do not challenge others when their actions and behaviours fall short of our force values • I tend to work in a way that is focused on my achievements rather than the achievements of others in my team • I do not always deliver on my promises which can lead others to see me as unreliable impacting my personal credibility and that of the team 	<ul style="list-style-type: none"> • I do not make time to listen and learn from others e.g. <ul style="list-style-type: none"> - not scheduling time to get to know my team - not understanding how challenges impact on others • I do not empower and support my team to make decisions or take responsibility for their actions • I do not create a supportive environment where others are able to share their concerns and feel confident that I will act on them and feedback • I do not share, involve or effectively communicate with my team as a way to support their understanding of how decisions are made and build trust 	<ul style="list-style-type: none"> • I do not build trusting relationships across the force and with the local community which limits my ability to influence and deliver an effective service e.g. <ul style="list-style-type: none"> - not encouraging them to speak up - not listening - not exploring ways to engage them - not evidencing collaboration or partnership working • I am unable to clearly articulate how decisions support our strategy or how decisions are made • I do not create a supportive environment where others are able to share their concerns and feel confident that I will act on them and feedback



“As an Inspirational Role Model... I act and behave in a positive way that inspires others”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Meets expectation	<ul style="list-style-type: none"> • I have a ‘can-do’ attitude, looking for opportunities to deliver amazing service in spite of challenges or setbacks • I am fair and inclusive, seeking and recognising the contributions of others and saying thank you when they have made a valuable contribution • I genuinely care about my colleagues and their wellbeing, recognising when they are struggling and signposting them to the support they need when they need it • I demonstrate positive behaviours and believe in doing the right thing no matter how hard that may be; challenging, supporting and encouraging others when their actions and behaviours are not aligned to our values 	<ul style="list-style-type: none"> • I support my team to deliver amazing service in spite of challenges or setbacks, encouraging them to think creatively and come up with alternative solutions • I am fair and inclusive, seeking and recognising the contributions of others and developing my cultural awareness and understanding of the different learning styles of the team to be able to understand and support them better • I genuinely care about my team and their wellbeing, providing information and advice on a range of issues including mental health and signposting them to available support when I can see they are struggling • I lead by example and believe in doing the right thing no matter how hard that may be; challenging, supporting and encouraging others when their actions and behaviours are not aligned to our values 	<ul style="list-style-type: none"> • I invest quality time engaging with colleagues and the community building strong sustainable relationships that flourish and thrive through challenges or setbacks • I am fair and inclusive, spending time with teams and departments to understand their work, hear their ideas and thank them for their valuable contribution • I genuinely care about the team, the force and our community, developing plans to ensure we are providing the right support in the right place at the right time to support those in need • I lead by example and believe in doing the right thing no matter how hard that may be; challenging ways of working and approaches that are not in line with our vision and values and ensuring that our plans achieve the best outcomes

“As an Inspirational Role Model... I act and behave in a positive way that inspires others”

These are the skills, attitudes and behaviours that are in conflict with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none"> • I do not look for opportunities to continually develop my performance or the performance of colleagues in my team • I do not recognise or value the input and expertise of others or show my appreciation and concern for their wellbeing • My actions and behaviours are in conflict with those expected of everyone at WMP • I do not challenge others when their actions and behaviours are in conflict with those expected of everyone at WMP 	<ul style="list-style-type: none"> • I do not empower and support my team to make decisions or take responsibility for their actions • I do not recognise or value the skills and attributes of people in my team in a way that is inclusive • I do not act and behave in a way that supports my team e.g. <ul style="list-style-type: none"> - not taking the time to enquire about the welfare and wellbeing of others • My actions and behaviours do not set a good example for the team e.g. <ul style="list-style-type: none"> - not challenging others when their actions and behaviours are in conflict with those expected of everyone at WMP or supporting and recognising others when their values are in line with what is expected 	<ul style="list-style-type: none"> • I do not build trusting relationships across the force and with the local community which limits my ability to influence and deliver an effective service e.g. <ul style="list-style-type: none"> - not encouraging them to speak up - not listening - not exploring ways to engage them - not evidencing collaboration or partnership working • I do not create an environment that supports positive wellbeing e.g. <ul style="list-style-type: none"> - not engaging sufficiently with my team and other departments to understand their work, hear their ideas and thank them for their contribution - not providing the right support in the right place at the right time to support those in need • When sharing the vision with others I fail to engage and inspire them to seek out opportunities for themselves, increase their knowledge and develop their skills • My actions and behaviours are in contradiction

“As a People Developer...”

I develop myself and others to reach our full potential”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Meets expectation	<ul style="list-style-type: none">• I regularly seek feedback on my performance and give feedback to others as part of my continual professional development• I am aware of my strengths and limitations and regularly reflect on how I can improve, taking ownership for my learning and development• I develop my understanding of the force and how I can contribute, connecting with others and taking advantage of learning opportunities• I am fair and inclusive, asking for help from others who offer a different perspective and valuing the additional skills and expertise they offer which support me to achieve my objectives• I own up to my mistakes using them as an opportunity to reflect on what I can do differently to achieve a positive result	<ul style="list-style-type: none">• I regularly seek feedback from my peers, my team and my leaders, recognising the impact I and the team have on others and using this feedback to develop our approach and respond at pace• I support my team to develop their understanding of the force, keeping them informed of news and updates and encouraging them to seek out opportunities to learn for themselves• I am fair and inclusive, believing that every person in my team has a valuable contribution to make, having regular development conversations with them and observing them in the workplace to identify and support their development needs• I create a supportive environment that nurtures learning, empowering the team to make decisions and take learning for their mistakes	<ul style="list-style-type: none">• I regularly seek feedback from the community, empowering them to come up with solutions for how we can develop our approach and respond at pace• I regularly share the vision for the force with others, inspiring them to seek out opportunities for themselves that will increase their knowledge, and develop their skills• I have a strategic understanding of the collective skills we need to achieve our vision and work with performance and development specialists to embed these across the force• I am fair and inclusive, recognising the skills and abilities of my managers, working to their individual and collective strengths and coaching them to improve their development areas• I aspire to getting it right first time and put effective measures in place to limit the impact of any mistakes on others, building robust evaluation processes that identify areas for improvement

“As a People Developer... I develop myself and others to reach our full potential”

These are the skills, attitudes and behaviours that are in conflict with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none"> • I do not seek feedback on how I can improve my performance or offer constructive feedback to others • I do not reflect on ways I can further develop my strengths or address my development needs • I do not develop my understanding of how the wider force works and take little advantage of learning and development opportunities • I do not ask others for help or their expertise as a way to support me to achieve my objectives • I do not take responsibility or ownership for my mistakes and can sometimes blame others for my actions and behaviours 	<ul style="list-style-type: none"> • I do not actively seek feedback from my peers or my team which limits my ability to develop or respond at pace • I do not share, involve or effectively communicate with my team as a way to support their learning and development • I do not take on board or value the contributions of team members e.g. <ul style="list-style-type: none"> - not holding regular WMP conversations - not taking time to observe them at work - not recognising or celebrating their success • I do not create an environment that nurtures learning or empowers the team to make decisions or learn from their mistakes 	<ul style="list-style-type: none"> • I do not regularly seek feedback from across the force or the community as a way to develop our approach and respond at pace • When sharing the vision with others I fail to engage and inspire them to seek out opportunities for themselves, increase their knowledge and develop their skills • I do not develop a strategic understanding of our workforce planning needs or the skills and expertise needed to achieve our vision both now and in the future • I do not recognise the skills and abilities of the team e.g. <ul style="list-style-type: none"> - not holding regular WMP conversations - not supporting them to take responsibility for their own learning and development • I do not build robust evaluation processes that identify areas for improvement

“As an Organisational advocate... I am a champion and positive voice of West Midlands Police”

These are the skills, attitudes and behaviours we expect of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Meets expectation	<ul style="list-style-type: none"> • I am proud to be part of the WMP team, setting high standards for myself when representing the force and demonstrating positive behaviours consistently • I evaluate my mistakes, focusing on how I can improve and develop my approach as a positive role model for the force • I am fair and inclusive, sharing positive news and examples of good work with others and sharing my ideas and creative solutions to improve the way we work and inspire others to do the same • I challenge myself and address any negative behaviours that may detract from the positive work of West Midlands Police, enabling others to feel confident in my ability to support them • I work collaboratively to build positive relationships both internally and externally in a way that returns benefits for everyone 	<ul style="list-style-type: none"> • I am proud to lead others as part of the WMP team, setting high standards for myself and others when representing the force and demonstrating positive leadership behaviours consistently • I take responsibility for complaints and evaluate our team performance, focusing on putting things right and developing our approach as positive role models for the force • I am fair and inclusive, inviting others to confidently share their positive news, ideas and suggestions to improve the way we work and inspire others to do the same • I hold my team to account for unreasonable behaviour, negative talk and poor processes that may detract from the positive work of West Midlands Police • I encourage my team to work collaboratively with other colleagues, departments and partners to break down silos and promote our work as one WMP team returning increased benefits for everyone 	<ul style="list-style-type: none"> • I am proud to offer strategic direction and support as part of the WMP team, setting high standards for myself and others when representing the force and demonstrating positive leadership behaviours consistently • I ensure evaluation measures are built into our strategies and invite feedback from internal stakeholders and the community, focusing on putting things right and developing our approach as positive role models for the force • I am fair and inclusive, creating a positive and empowering environment that values the ideas and suggestions of colleagues and invites them to help co-design solutions • I prioritise issues and challenges that may detract from the positive work of West Midlands Police and have strategies in place to identify cause, impact and possible solutions to restore confidence in our service • I encourage collaboration and include this in our strategy, breaking down silos that exist internally and externally and promoting our work as one WMP team returning increased benefits for everyone

*“As an **Organisational advocate**...
I am a champion and positive voice of West Midlands Police”*

These are the skills, attitudes and behaviours that are in conflict with that expected of everyone at West Midlands Police

	Leading self	Leading others	Leading the business
Conflicting skills, attitudes and behaviours	<ul style="list-style-type: none"> • I do not take personal responsibility for my actions and behaviours as a representative of WMP • I do not actively explore opportunities where I can improve and develop my approach as a positive role model for the force or learn from my mistakes • I do not actively promote or share positive examples of good work with others as a champion and positive voice of WMP • I do not work collaboratively with others and fail to build effective relationships both internally and externally 	<ul style="list-style-type: none"> • I demonstrate a lack of pride in my work e.g. <ul style="list-style-type: none"> - not setting high standards for myself and others - not demonstrating positive leadership behaviours in a consistent way • I do not actively encourage others to confidently share their positive news, ideas and suggestions to improve the way we work • I do not hold others to account when they display unreasonable behaviour, use negative talk or adopt poor working practices detract from the positive work of WMP • I do not actively encourage my team to work collaboratively with other colleagues, departments and partners even though this can return increased benefits for everyone 	<ul style="list-style-type: none"> • By not taking pride in my work the impact is: <ul style="list-style-type: none"> - no clarity about standards for myself or others that I lead - a lack of strategic direction in my area - the absence of positive leadership behaviours • I do not build robust monitoring and evaluation processes that identify areas for improvement and contribute to the way the force is perceived • I do not create an environment that inspires ideas and suggestions from colleagues and our community, inviting them to help co-create and design solutions