

Our Leadership Way

Anyone who is a manager or a leader at Mencap has to think about how they lead. Leadership is powerful - and that is why it is so important. Through your leadership, you have influence over whether someone's day is interesting and inspiring or boring and indifferent.

We are all here for the same reason - to improve the lives of people with a learning disability. To do this Mencap needs great leaders who can enable others to do the right work in the right way. Leadership will look different depending on the situation. But there are some things all great leaders do.

Our Leadership Way sets out what makes our leaders at Mencap great. It makes it clear what our leaders must do and what this looks like in practice. It's about knowing your leadership footprint, getting things done, developing your people, seeing the big picture and being an inclusive leader.

It's Our Leadership Way.



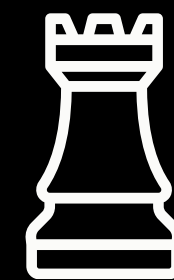
Know your
leadership
footprint



Get things
done



Develop your
people



See the big
picture



Be an
inclusive
leader



Know your leadership footprint

Leadership starts with you. Who you are and how you behave is key to what you can help others become.

Take time to focus on yourself and your impact on others.

What all leaders must do

- **Know yourself** - develop self-awareness and manage your emotions.
- **Impact well on others** - understand your impact on people and how this may differ from person to person.
- **Be accountable** - for your goals, behaviour and role as a leader. Own your actions, including your mistakes.
- **Be humble** – don't let ego get in the way of listening and learning from others.
- **Welcome new colleagues** - ensure every new starter has a great induction and feels welcomed into the team and Mencap.
- **Have courage** - say what you think (respectfully) even when it might be unpopular but be ready to support a decision once it's been made, even if you don't agree with it.

What this looks like in practice

- Regularly seek 360 feedback, actively listen and act on it
- Set clear goals and regularly update colleagues about them
- Be visible to your team and others - get out and about in person and be active on channels like Viva Engage
- Take time to welcome new starters to the organization
- Don't be hierarchical – talk to everyone
- Allow others to take the lead, to chair meetings and give your team time and space to talk without you there
- Role model the right values and behaviours at all times

Support and guidance available

- Giving and receiving feedback – [digital module and virtual workshop](#)
- [Induction pages on MyMencap](#)
- Using [Viva Engage](#)
- [Accountability at Mencap](#)



Get things done

At Mencap leaders don't just talk and plan, they achieve their goals and get things done.

They make sure every person in the team is playing their part and working well alongside colleagues

What all leaders must do

- **Achieve goals and outcomes** - have a clear plan and put it into action
- **Empower and respect your team** - make sure everyone has a clear role and the right support, and then trust them to get on with it
- **Manage your resources** - use our systems and tools to help you
- **Collaborate** - work together in your team and with other teams both in Mencap and externally
- **Where a change is needed, make it happen** - and then make it stick

What this looks like in practice

- Agree your team purpose and make sure everyone is clear of their role within it
- Understand what needs to be achieved and then set clear goals for yourself and your team
- Manage the expectations of others – be clear about what you are prioritising and why
- Have a plan but be flexible and adaptable
- Regularly review and measure progress of goals, adapt where needed and celebrate successes
- Effectively monitor and track your budget

Support and guidance available

- Budgeting and finance policies on the [MyMencap Finance Hub](#)
- Change management digital course – search ‘Change’ on [My Digital Courses](#)
- Recruitment and selection virtual workshop linked [here](#)



Develop your people

Great leaders know how to get the best out of people and enjoy developing them now and for the future.

They also put wellbeing at the top of the agenda and focus on everyone being able to do their best work.

What all leaders must do

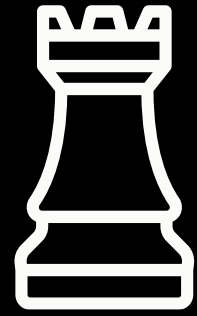
- **Create a great team environment** - where people can thrive, succeed and feel safe to learn, stretch and develop
- **Motivate people** - help people to perform through clear goals and opportunities to develop
- **Coach team members** - look for the opportunity to use your coaching skills to empower and stretch your people
- **Proactively resolve any performance issues that are impacting quality** – seek to understand why performance may not be meeting standards and support teams and individuals to take action to improve
- **Recognise and celebrate people's successes** - take time to acknowledge great work and give positive feedback

What this looks like in practice

- Create a Team Agreement and have regular team meetings and team check-ins
- Be clear about what's expected and create space for open and honest conversations about performance
- Take time to understand people's strengths and development needs and ask how they'd like to develop
- Use My Mencap Review with all your direct reports
- Make sure mandatory and compliance training is up-to-date
- Use You Rock and say thank you for good work

Support and guidance available

- My Mencap Review documents and [virtual workshop](#)
- You Rock [recognition site](#)
- How to have an honest conversation [virtual workshop](#)
- Managing difficult performance conversations [virtual workshop](#)



See the big picture

Mencap leaders bring Our Big Plan to life, share organisational messages and show how the team's work fits in.

What all leaders must do

- **Scan the horizon** – keep up-to-speed and look ahead at what's new and emerging, inside and outside Mencap. How could it challenge or benefit your work or your team?
- **Share Big Plan messages** - help everyone see how they contribute
- **Use data and evidence** - use data to inform your thinking and decision making
- **Talk, share and connect** - connect people to each other and to the organisation. Share information, knowledge, and ideas for the future
- **Join the dots** – look for opportunities to collaborate with others, especially where working together will deliver a better result
- **Think about the whole organisation** – understand the impact of your decisions and actions on teams across Mencap, including those in other countries and regions

What this looks like in practice

- Read and understand internal communication messages and share what's relevant with your team
- Regularly check and understand any data sources available to you - for example Our Colleague Survey results
- Use meetings with peers and your team to discuss what's new and emerging, share knowledge and generate ideas
- Connect with people and organisations in the sector, your community of practice and locality and encourage your team to do the same – online and in person
- Be a brand ambassador and always demonstrate your belief in Our Big Plan, Mencap's vision and purpose

Support and guidance available

- [My Data Dashboards](#)
- Our Colleague Survey [latest results](#)
- The [managers round up](#)
- Senior leader [brief and channel](#)
- Help your team connect with the cause and all we do through our [internal comms channels](#)



Be an inclusive leader

Leaders acknowledge the existence of inequalities and discrimination. They intentionally work to help make Mencap an inclusive place.

They create a safe and friendly place to work where people can talk openly and be themselves.

What all leaders must do

- **Be culturally aware** - of your own beliefs, the different cultures of those around you and how they may differ from others
- **Check for bias** - challenge yourself and others to recognise and remove bias
- **Promote and celebrate diversity** - take positive steps to include everyone, getting to know people for who they are and not just what they do
- **Be clear and simple** - ensure and check your messages are accessible to everyone
- **Consider the wellbeing of others** – create a friendly environment where people’s wellbeing is talked about and taken seriously
- **Show credibility and integrity** – be transparent and honest in your decision-making and conduct

What this looks like in practice

- Challenge yourself and others to reflect and develop inclusive leadership practice, being comfortable with the discomfort of unfamiliar and culturally sensitive subjects
- Setting equity, diversity and inclusion (EDI) objectives
- Regularly checking on the wellbeing of your team
- Engaging in EDI conversations with your team
- Being proactive about making adjustments where needed
- Challenging discrimination in all its forms
- Taking time to get to know others, share something of yourself, and be curious and open to learning about others

Support and guidance available

- [EDI resources on MyMencap](#) - including information about making reasonable adjustments and Mencap’s anti-racism policy
- [EDI digital learning modules](#)
- EDI management & leadership [digital learning package](#)
- Wellbeing [support and resources](#)
- [Mutual mentoring scheme](#)
- [Supporting colleagues with a learning disability](#)