



# Our values in action

## Dynamic

### We move forward as one team.

- Every day, we're adapting, innovating and learning.
- When the unexpected happens, we are calm, quick and efficient.
- We respond smartly, using clear processes and systems.



## Inclusive

### We are open to all.

- We treat each other with dignity and respect.
- Every person's uniqueness is valued, supported and celebrated.
- Our individual backgrounds and experiences make our organisation stronger.



## Compassionate

### We stand for kindness.

- People come first, no matter who or where they are.
- We have genuine, open-minded conversations.
- Together, we're a united force for good.



## Courageous

### We are bold.

- We show our strength by doing the right thing.
- We aren't scared to test our creative ideas.
- As humanitarians, we go the extra mile to help people in crisis.



The power  
of kindness

# That means I...



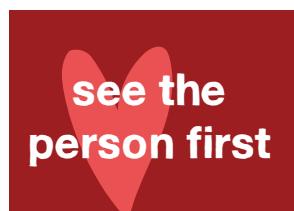
- I am open to change and different ways of doing things.
- I test my ideas, in line with our fundamental principles. If it fails, I see it as a learning opportunity.



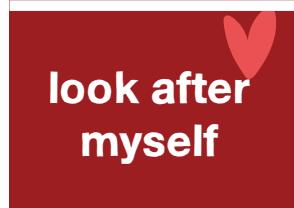
- I plan my approach. When something changes, I change the plan.
- I take steps to stay calm and refocus if the unexpected happens.



- I know where there's room for me to grow and improve.
- I work to build my skills and abilities.



- I make time to listen and communicate thoughtfully, reducing the distress of people in crisis where relevant.
- I take steps to build relationships, understanding others' individual needs and perspectives.



- I look after my own wellbeing by listening to how I'm feeling and reaching out for help when I need it.
- I take action to make sure I have the tools and resources to thrive.



- I enable others to thrive by giving timely feedback, keeping an open dialogue, and providing targeted support.
- I champion the success of others.



- I seek out, listen carefully to and learn from people with different perspectives and experiences to my own.
- I use diverse feedback on my views, assumptions and decisions to shape my actions.



- I encourage change when I think something could be more inclusive.
- I recognise the barriers different people face and I take action to challenge these when I can.



- I create a safe space for people to share their individual experiences if they want to.
- I recognise, respect and celebrate people's differences in what I say and do.



- I share my thoughts and respectfully challenge people to get the best result.
- I proactively share information and stories about the work I do in my role.



- I give my full attention to my day-to-day activities.
- I'm clear on my priorities and our policies, so I can make informed choices.



- I communicate openly, transparently and with integrity.
- I bring my whole, authentic self to work and am willing to show vulnerability.

# Our Leadership Framework

**Defining our leadership and management standards at the British Red Cross**



# Our Leadership Framework

## Why do we have it?

We want British Red Cross to be a great place to work and to achieve our best. The Leadership Framework gives us a shared language of what leadership and management means for us.

Find [a list of key terms here](#).

## Who is it for?

**Staff.** Leadership is something that anyone can display and develop at all job levels, positions and experience. The framework has six capabilities that describe **what we expect everyone to do** at each [leadership level](#).

These expectations are aligned to our job grading and levelling process. How you demonstrate and bring the leadership capabilities to life will depend on your specific role and area of the organisation you work in.

## How can it be used?

The Framework is designed to be used in a variety of different ways. This includes:

- developing yourself and others
- recruiting people
- managing performance and 1:1 conversations
- giving feedback to others
- understanding leadership expectations at different job levels

[Find examples of the Framework in action here](#).

We all live our values of being Compassionate, Inclusive, Dynamic and Courageous. The Leadership Framework brings these to life alongside the leadership and management capabilities we need to achieve our strategy. The two link together, for example, if you chose to develop the 'Your Impact' leadership capability, you could consider how you could do this while being dynamic and inclusive.

# Examples of our Leadership Framework in action

## 1:1 and performance conversations

Shampa uses the Leadership Capabilities in the framework in her conversation with team member Bob. Together they choose three statements, from three different capability areas of his leadership level. They use these statements to help define performance and success measures for a specific piece of work Bob is leading on.



## Feedback

Jude has been working with his team for 6 months and asks them to give him feedback using the framework. Jude asks each person to choose at least one statement that they think he is demonstrating successfully, with an example of when he has done this. He also asks them to choose at least one statement that they'd like to see him demonstrate more.

## Team mid-point project review

A team is doing a review of a cross-service project they've been working on. At the start of the project, they used the 'Empowering each other' capability statements to help define their ways of working. At the mid-point review, they will return to the same statements to reflect on their progress and consider what they can do differently for the next part of the project.



## Development and career conversations

Mo uses the framework with team member Shelly who wants to move into a level 6 leadership role. Together they identify where Shelly's current strengths are in each capability area, with specific examples to support this. They then look to identify one or two areas where she can build upon or develop her skills and experience over the next 12 months.

## Recruitment

Lara is recruiting a new Level 5 manager and uses the framework to help shape interview questions to find the best candidate. For example: 'Tell us how you have used your expertise to contribute to the strategy formation for your area to meet business needs.'



## Values in Action

How you live our Values and Fundamental Principles, work with others, and create a safe, inclusive and trusting environment.

### Your Expertise

Your technical knowledge and skills you bring to your role, helping to drive continuous improvement

### Driving Performance

How you support yourself and others to develop and manage team and wider organisational performance.



**Our Leadership and Management Capabilities**

### Growing British Red Cross

Your ability to innovate and change, with awareness of the organisation and external environment.

### Your Impact

Your communication style, and how you build relationships with colleagues and stakeholders leading across boundaries and authority

### Empowering Each Other

How you make decisions, share feedback and help each other to learn from successes and failure without blame

# Our Leadership Framework – Key terms

<b>Business acumen &amp; a commercial mindset</b>	Business acumen and a commercial mindset together involve leveraging financial literacy, strategic execution, market orientation, and innovation to make informed decisions that create value for customers and service users, ensuring the organisation meets its mission and vision while remaining financially sustainable
<b>Corporate &amp; systems Leadership</b>	Corporate and systems leadership involves building trust and influence beyond direct accountability, owning organisational decisions and leading system-wide changes. It focuses on managing relationships to solve complex issues collaboratively across boundaries, where no one team or organisation can fix them alone. It includes collective ownership of learning from successes and failures without attributing blame.
<b>KPIs</b>	Key performance indicators, known as KPIs, used to measure how far goals are being achieved.
<b>Inclusive leadership</b>	Inclusive leadership embraces diversity, promotes equity, and fosters belonging by addressing biases and ensuring fairness, respecting cultural differences, and showing empathy. This leads to more engaged and high-performing teams.
<b>Leadership and management generally</b>	<p>There isn't one universal definition, but we're broadly describing these interconnected concepts as:</p> <ul style="list-style-type: none"> <li>• <b>Leadership</b> - is about longer-term vision, setting direction, instigating change, and influencing and inspiring others to follow. Leaders demonstrate inclusive behaviours, style and culture as well as curiosity, courage, judgement and empathy to consider the why and what we do - 'choosing the right thing'. Anyone can display leadership skills, but the expectation to use these skills increases with the seniority of someone's role.</li> <li>• <b>Management</b> - People managers use their leadership skills to help manage, engage and develop their team. They also plan, organise and manage financial resources to deliver results for the organisation. The day-to-day focus is on how and when to do things – and if we're 'doing them in the right way'.</li> </ul>
<b>Learning culture</b>	An environment where learning and continuous improvement is embedded in our day-to-day work so that individuals, teams and the organisation can grow and develop. It emphasizes open communication, collaboration, and the willingness to learn from both successes and failures.
<b>Person-centred approach</b>	When people's unique needs and goals are at the heart of planning and decision-making, rather than considered after a project or process has started, to make sure it's a success.
<b>Stakeholders</b>	A person, group or organisation with a vested interest, or stake, in the decision-making and activities of a business, organisation or project.
<b>Team</b>	Those that you work with on a regular basis in any capacity

# Our Leadership Levels

## Leading Yourself

People **without people management responsibilities** at all levels.

Whatever your role or position at the British Red Cross, our leadership framework is relevant to you.

All job levels without management responsibilities

[Click here to find out more.](#)

## Leading Others

People **managing teams**, either employees or volunteers, or both.

This could be a small or a large team and could include managing other people managers.

Click to find your job level:

- [Level 1 – 2](#)
- [Level 3 – 4](#)
- [Level 5](#)

## Leading the organisation

People managers **leading multi-layered teams, functions, directorates or governing** the organisation.

Click to find your job level:

- [Level 6](#)
- [Level 7](#)
- [Level 8](#)

## Values in Action

- You use our Values and Fundamental Principles in all that you do, working together with others as one British Red Cross
- You actively collaborate and work closely with other teams to achieve success
- You help to create a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You prioritise your own and others' wellbeing, seeking help when you need it

## Your Expertise

- You keep learning to achieve your goals and grow your expertise
- You proactively look for and respond to opportunities, risks or issues in your work
- You help to review and improve your team operations to use our funds effectively

## Your Impact

- You communicate openly and professionally with all those you work with
- You build strong relationships, listen to, respect and learn from others' perspectives, experiences and feelings
- You influence, support and build trust with all those you work with

## Driving Performance

- You take responsibility for your personal performance and for your own continuous development
- You plan, prioritise and deliver all that you need to do to achieve your goals
- You support others in the team by sharing learning, and seeking and offering respectful and constructive feedback
- You seek and listen to diverse perspectives and understand different needs and preferences

## Growing British Red Cross

- You look for opportunities to learn more about the organisation and how you can impact it
- You engage others using a person-centred approach
- You are self-aware and manage your own emotions through changes and uncertainty

## Empowering Each Other

- You make effective, evidence-based decisions in a timely manner
- You regularly seek and give feedback to help to create an open workplace where everyone feels safe to speak up
- You help to promote a learning culture by encouraging creativity and seeing failures or setbacks as opportunities to learn

## Values in Action

- You role model our Values and Fundamental Principles in all that you do, working together as one British Red Cross
- You actively collaborate and work closely with other teams and external partners to achieve success
- You create a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You prioritise and support your own and your teams' wellbeing and ensure fair and manageable workloads

## Your Expertise

- You are knowledgeable about your work, and continually develop yourself and your team
- You support budget processes and risk assessments, and proactively look for opportunities and risks in your work
- You look for best practices and help to review and improve your team operations to use our funds effectively

## Your Impact

- You communicate effectively, and listen to, respect and learn from others' feelings and perspectives
- You build strong relationships with other teams and stakeholders to share information and build trust
- You delegate tasks with clear instructions

## Driving Performance

- You take responsibility for your performance and supervise and monitor your team's work to ensure delivery against shared goals
- You actively support the development of your team by giving feedback and sharing best practice
- You support the growth of your team, using equitable approaches to consider their unique needs and bring out their best

## Growing British Red Cross

- You continually look for information to help your team plan and prepare for the future
- You take a person-centred approach in all that you do
- You stay updated, act on and embrace changes that affect your team

## Empowering Each Other

- You analyse data, options and impact to make effective and timely decisions, that align with organisational goals and Values
- You regularly seek and give feedback to help to create an open workplace where everyone feels safe to speak up
- You help to promote a learning culture by encouraging experimentation and seeing setbacks as opportunities to learn

## Values in Action

- You role model our Values and Fundamental Principles in all that you do, working together as one British Red Cross
- You actively collaborate and work closely with other teams and external partners to achieve success
- You create a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You prioritise and support your own and your teams' wellbeing and ensure fair and manageable workloads

## Your Expertise

- You are knowledgeable about your work, and continually develop yourself and your team
- You proactively analyse, monitor and report on budgets and business risks when relevant
- You look for best practices and help to review and improve operations by generating new ideas that use our funds effectively

## Your Impact

- You communicate effectively, and listen to, respect and learn from others' feelings and perspectives
- You build strong relationships and help to organise stakeholder engagement meetings and events
- You motivate others by sharing plans and decisions, delegating tasks, and explaining their link to organisational vision and goals

## Driving Performance

- You take responsibility for your own and your team's performance, set and report on goals, and take corrective action as needed
- You actively develop your team by coaching, delegating, directing and giving feedback
- You support the growth of your team, using equitable approaches to support their unique needs and bring out their best

## Growing British Red Cross

- You continually use a commercial mindset to gather information to help your team plan and prepare for the future
- You use a person-centred approach in all planning and decision making
- You embrace change, and guide, listen and support others during uncertainty

## Empowering Each Other

- You analyse data, options and impact to make effective and timely decisions, that align with organisational goals and Values
- You regularly seek and give feedback to create an open workplace where everyone feels safe to speak up
- You help to promote a learning culture by encouraging experimentation and seeing setbacks as opportunities to learn

## Values in Action

- You role model our Values and Fundamental Principles in all that you do, working together as one British Red Cross
- You actively collaborate and work closely with other teams and external partners to achieve success and shared goals
- You role model inclusive leadership behaviours and style, to create a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You prioritise and support your own and your teams' wellbeing and ensure fair and manageable workloads

## Your Expertise

- You are an expert in your field and proactively continue to develop yourself and others
- You proactively use data and insight to make informed decisions, manage local risks and deliver within budget
- You look for best practices and review and improve operations by implementing new ideas that use our funds effectively

## Your Impact

- You communicate effectively and listen to and learn from others' feelings and perspectives. You proactively seek to understand and share organisational decisions and plans
- You develop strong relationships and contribute to stakeholder engagement by responding to their needs and concerns. You build trust and influence beyond direct accountability
- You motivate others by proactively sharing plans/decisions, delegating, and explaining links to organisational vision and goals

## Driving Performance

- You take responsibility for your own and your team's performance, set and manage goals, and take corrective action as needed
- You actively develop your team by coaching, delegating, directing and giving feedback
- You support the growth of your team, using equitable approaches to aid both individual needs and organisational goals

## Growing British Red Cross

- You continually use a commercial mindset to gather information to help your team plan and prepare for the future
- You use a person-centred approach in all planning and decision making
- You embrace change, and guide, listen and support others during uncertainty
- You contribute to local strategy formation to meet organisational needs

## Empowering Each Other

- You analyse data, options and impact to make effective and timely decisions, that align with organisational goals and values
- You regularly seek and give feedback to create an open workplace where everyone feels safe to speak up
- You promote a learning culture by encouraging experimentation and seeing setbacks as opportunities to learn

<b>Values in Action</b>	<ul style="list-style-type: none"><li>• You create a culture that uses our Values and Fundamental Principles in all that we do, working together as one British Red Cross</li><li>• You champion collaboration and accountability of shared goals, proactively building internal and external partnerships and networks. You celebrate cross-team success and lessons learnt</li><li>• You role model inclusive leadership behaviours and style. You lead on team and cross-organisational culture change to ensure a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination</li><li>• You role model positive wellbeing behaviours, support others to do the same, and ensure fair and manageable workloads</li></ul>
<b>Your Expertise</b>	<ul style="list-style-type: none"><li>• You proactively develop yourself and others, identifying current and emerging organisational capability needs to prioritise action</li><li>• You lead on contingency plans using impact analysis and evidence to manage security and risk in line with organisational strategy</li><li>• You champion best practice and continually review and improve operations to meet organisational goals</li></ul>
<b>Your Impact</b>	<ul style="list-style-type: none"><li>• An effective orator, you listen and lead strategies to integrate multi-stakeholder interests. You proactively and compellingly communicate new ideas and decisions to improve the organisation</li><li>• You build trust and influence with stakeholders beyond areas of direct accountability. You implement organisational decisions that lead to system-wide changes. You learn from collective successes and failures without attributing blame</li><li>• You set the vision for your function/ service, inspire others by clearly explaining the relationship between cross-organisational plans, strategy and the organisation's vision and values</li></ul>

## Driving Performance

- You take responsibility for yours, your team and function/ service performance and goals, taking corrective action as needed
- You develop plans, business cases and budgets to meet function/ service outcomes and KPIs, estimating costs and human resources require
- You actively develop your team by coaching, delegating, directing and giving feedback
- You support the growth of your team, using equitable approaches to aid both individual needs and organisational goals

## Growing British Red Cross

- You demonstrate commercial and business acumen, communicating organisational decisions using data and storytelling
- You lead on embedding a person-centred approach in all planning and decisions
- You lead and embrace change, and guide, listen to and support others during uncertainty
- You lead your function/ service's strategy formation. You anticipate issues and opportunities, translating cross-organisational goals, needs and data into plans

## Empowering Each Other

- You foster a culture of trust, using various decision-making methods and delegate to the right level of expertise or responsibility
- You champion spaces where everyone feels safe to speak up. You role model seeking regular feedback on your leadership style, and openly own your mistakes to find solutions
- You create a learning culture by encouraging innovation, sharing lessons learnt, and taking risks without fear of failure

- You lead the organisation to use our Values and Fundamental Principles in all we do, working together as one British Red Cross
- You role model collaborative working and accountability of shared goals, proactively building internal and external partnerships and networks, as well as presence within the wider sector to learn with and from others
- You role model inclusive leadership behaviours and style. You lead team, directorate and cross-organisational culture change, accountable for a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You role model positive wellbeing behaviours, support others to do the same, and ensure fair and manageable workloads
- You proactively seek opportunities to challenge your thinking and to develop yourself and others. You identify trends in industry and organisational dynamics, and capability needs, to prioritise action plans

**Your Expertise**

- You lead on the organisation's risk and security management approach, encouraging stakeholders to make informed decisions
- You champion best practice, continually reviewing and improving operations using data and market knowledge to drive change

**Your Impact**

- A highly effective orator, you listen and lead strategies to integrate multi-stakeholder interests. You own and can compellingly communicate new ideas and decisions to improve the organisation
- You role model corporate and systems leadership, building trust and influence beyond direct accountability. You own organisational decisions and lead system-wide changes to collaboratively solve complex issues across internal and external boundaries. You learn from collective successes and failures without attributing blame
- You set the vision for your function/ service to inspire others. You clearly explain the relationship between cross-organisational plans, strategy and the organisation's vision and values

## Driving Performance

- You drive results and take responsibility for yours, your team, function/ service and cross-organisational performance and goals. You take corrective action and make bold decisions as needed
- You lead on business cases, planning, budgets and resource management to meet organisational outcomes and KPIs. You continually prioritise and align work and seek to remove barriers to achieving our strategic agenda
- You role model actively developing your department and wider organisation by coaching, delegating, directing and giving feedback
- You support the growth of your function/ service and role model people leadership using equitable approaches to aid both individual needs and organisational goals

## Growing British Red Cross

- You demonstrate commercial and business acumen, owning and communicating organisational decisions using data and storytelling to drive success
- You champion embedding a person-centred approach in all planning and decisions across the organisation
- You lead and champion change and adaptability, monitoring and anticipating external changes and trends. You listen and guide the organisation to respond effectively
- You lead your function/ service's strategy formation based on understanding cross-organisational needs, goals and opportunities and translate this into plans

## Empowering Each Other

- You embed a culture of trust, using various decision-making methods and delegate to the right level of expertise or responsibility
- You have integrity, are visible and accessible, and champion spaces where everyone feels safe to speak up. You role model seeking regular feedback on your leadership style, and openly own your mistakes to find solutions
- You champion a learning culture by encouraging innovation and experimentation of new ideas and business models, sharing lessons learnt, and taking risks without fear of failure or blame

- You lead the organisation to use our Values and Fundamental Principles in all we do, working together as one British Red Cross
- You role model collaborative working and accountability of shared goals, proactively building internal and external partnerships and networks, as well as presence within the wider sector to learn with and from others
- You role model inclusive leadership behaviours and style. You lead team, directorate and cross-organisational culture change, accountable for a safe, trusting and inclusive environment for all. You learn and take action to dismantle discrimination
- You role model positive wellbeing behaviours, support others to do the same, and ensure fair and manageable workloads

- You proactively seek opportunities to challenge your thinking and to develop yourself and others. You identify trends in industry and organisational dynamics, and capability needs, to prioritise action plans
- You lead our organisational risk and security management approach, creating a culture of informed and cross-organisational ownership and decision making. You can make unpopular decisions when needed for the good of the organisation
- You champion best practice, continually horizon scanning, reviewing and improving operations using data and market knowledge to drive change

- A highly effective orator, you listen and lead strategies to integrate multi-stakeholder interests. You own and can compellingly communicate new ideas and decisions to improve the organisation
- You role model corporate and systems leadership, building trust and influence beyond direct accountability. You own organisational decisions and lead system-wide changes to collaboratively solve complex issues across internal and external boundaries. You learn from collective successes and failures without attributing blame
- You set the vision for both your directorate and organisation and inspire others by synthesising and clearly explaining the connectivity between actions, plans, strategy and the organisation's vision and values

Values  
In Action

Your  
Expertise

Your  
Impact

## Driving Performance

- You drive results and take responsibility for yours, your team, directorate and cross-organisational performance and goals. You take corrective action and make bold decisions as needed
- You oversee the execution of financial, business and resource management to meet organisational outcomes and KPIs. You continually prioritise and align work and seek to remove barriers to achieving our strategic agenda
- You champion personal and career development, actively developing your teams and wider organisation by coaching, delegating, directing and giving feedback
- You support the growth of your team and directorate. You role model people leadership for all, fostering an environment that builds new talent capabilities and leverages differences, supporting individual needs and organisational goals

## Growing British Red Cross

- You role model business, commercial and political acumen, owning and communicating organisational decisions using data and storytelling to drive success
- You champion embedding a person-centred approach in all planning and decisions across the organisation
- You lead and champion change and adaptability, monitoring and anticipating external changes and trends. You listen and guide the organisation to respond effectively
- You provide strategic leadership to drive the organisation's direction and culture to ensure our long-term success in alignment with our strategy, mission and vision

## Empowering Each Other

- You lead on embedding a culture of trust, using various decision-making methods, manage conflict and negotiate, and delegate to the right level of expertise or responsibility
- You have integrity, are visible and accessible, and champion spaces where everyone feels safe to speak up. You role model seeking regular feedback on your leadership style, and openly own your mistakes to find solutions
- You champion a learning culture by encouraging innovation and experimentation of new ideas and business models, sharing lessons learnt, and taking risks without fear of failure or blame