



ENGLISH HERITAGE BEHAVIOURS

The range of expertise we have within English Heritage is our key strength.

The staff survey highlighted that we both enjoy and are very focused on our day to day work. It showed that while we excel in what we do we focus less on how we work with each other.

The seven English Heritage Behaviours in this leaflet were developed in response to these survey findings. They identify ways in which we can best work together and are the result of consultation with over 200 people at all levels and from all disciplines.

Each behaviour applies to everyone, although I'm sure you will identify more with some than others depending on your role.

The central panel shows examples of effective behaviour with illustrative examples of too little and too much of the same.

All the quotes used were gathered during the consultation process – they are your sentiments.

I hope that you will find these useful: they describe how I would like people at English Heritage to behave in their daily work. I believe that they are a vital ingredient in being a really effective organisation – as important, in fact, as being expert at what we do.

Simon Thurley
Chief Executive
September 2008

Working together

← TOO LITTLE

- Overly competitive
- Openly and unfairly criticises others
- Does not demonstrate trust
- Reinforces a blame culture
- More concerned with personal than corporate agenda
- Focuses on Group or local issues at Corporate cost

'Silo working'
'Back stabbing'
'Knowledge is power'

TOO MUCH →

- Actively supports and helps other functions
- Works with others actively to find solutions
- Is aware of own function's impact on others
- Shares information
- Avoids duplication of effort
- Spends time across the organisation
- Understands purpose of other functions
- Communicates between functions
- Seeks opportunities to work with others and to build trust
- Values and facilitates difference

- Lack of pride in own area or local identity
- Does not realise or value the expertise of other functions
- Does not focus on results
- Does not challenge other functions

'Homogenised English Heritage'

Respecting each other

← TOO LITTLE

- No upwards communication
- No local decision-making
- Ignores corporate guidance or objectives
- Lack of acknowledgement of front-line staff
- Pulling rank
- Intellectual snobbery
- Arrogance

'Too clever by half'
'Above the law'
'Us and Them'

- Values the contribution, intellect and ability of others irrespective of grade
- Respects other disciplines
- Uses local knowledge
- Includes others through representation and consultation
- Believes in what we do and celebrates it
- Invests in development of others
- Acknowledges the expertise and specialism of others
- Recognises the performance of others and says thank you

TOO MUCH →

- Over-consults
- Exercises little control or consistency
- Does not make or accept tough decisions
- Abdicates or ignores authority

'Local free for all'

Communicating openly

← TOO LITTLE

- Does not build the buy-in or trust of others
- Distorts the facts
- Does not appreciate the communication needs of others
- Avoids giving feedback
- Does not share work in progress

'Secrecy/conspiracy theories'

TOO MUCH →

- Actively communicates in a timely and targeted way
- Is open, honest and candid
- Prefers to use personal rather than electronic communication
- Offers constructive feedback
- Challenges appropriately
- Shares feelings
- Gives and encourages upward feedback
- Explains intended outcomes
- Is prepared to say No
- Actively listens

- Over-communicates
- Overuses electronic communication
- Overemotional
- Overreacts
- Gives inappropriate feedback
- Is unable to say No
- Debates excessively
- Discloses too much

'Makes mountains out of molehills'

Deciding effectively

← TOO LITTLE		TOO MUCH →
• Over-consults • Vacillates • Is risk-averse • Fails to make a decision • Tries to resolve irresolvable debates • Will not make a decision without complete consensus <i>'Analysis paralysis'</i> <i>'Design by committee'</i> <i>'Passes the buck'</i>	• Consults proportionately • Takes a pragmatic approach • Makes timely and clear decisions • Accepts risk and manages it well • Is open-minded and prepared to discuss • Engages early with problems • Works to the spirit not the letter • Considers all stakeholders • Supports decisions made despite personal views <i>'Just get on with it'</i>	• Is autocratic • Decides outcome before discussion • Does not gain sufficient buy-in • Is hurried and impulsive • Makes decisions subjectively • Ignores consensus or challenge <i>'Tell not sell'</i>

Being accountable

← TOO LITTLE		TOO MUCH →
• Delegates upwards • Blames others • Hides mistakes • Fails to capitalise on opportunities • Inappropriately escalates issues <i>'Not my problem'</i> <i>'Jobs worth'</i>	• Takes responsibility • Considers personal impact on others • Owns up to mistakes • Focuses on results • Strikes a balance between local and central control • Uses initiative • Keeps promises and demonstrates integrity • Doesn't unnecessarily escalate problems • Seeks additional responsibility • Maintains focus and sees things through • Demonstrates corporate compliance	• Does not include others • Takes credit for others' work • Does not consider impact on stakeholders • Pursues hobby-horses and pet projects • Takes on too much • Does not ask for help

Dedicated to English Heritage and its future

← TOO LITTLE		TOO MUCH →
• Is not committed to English Heritage and its purpose • Does not advocate for the organisation • Is rule-bound and rigid • Resists change <i>'In the old days'</i>	• Is committed to English Heritage and its purpose • Is enthusiastic and energetic • Celebrates success • Finds time for fun • Is inquisitive and intellectually curious • Seeks continuous improvement • Makes space to consider and explore • Focuses on corporate goals	• Overly preoccupied with own role • Indifferent to wider English Heritage context • Takes things too personally and seriously • Seeks constant change and disregards the organisation's past <i>'Flavour of the month'</i> <i>'Baby-out-with-the-bath-water'</i>

Leading effectively

← TOO LITTLE		TOO MUCH →
• Ignores underperformance • Fails to recognise contributions • Is distant from team • Doesn't prioritise resources against English Heritage objectives • Is inconsistent • Does not show respect or consideration towards others <i>'Closed office'</i>	• Sets clear and achievable objectives • Confronts poor performance • Adapts personal style • Encourages, motivates and supports others • Manages meetings to time • Delegates appropriately • Respects others and considers their personal circumstances • Is prepared to take difficult decisions and to stick to them • Is fair and consistent <i>'Quid pro quo'</i>	• Exerts undue pressure on others • Sets unrealistic targets • Micro-manages • Operates through a fear culture