



The Manager's Code

Connecting Wellbeing with Performance

Purpose of this Code

The aim of the Manager's Code is to build and sustain workplaces with a Positive Work Culture that mirror the description below. Such cultures link wellbeing with performance and achieve great success in producing high performance combined with high quality services.

- *a clear, unambiguous **purpose**, expressed as a simple 'big idea', an idea which all the staff relate to closely, and are proud to discuss with friends and colleagues.*

- *an atmosphere of **confidence**, where all the staff are interested in each other, **support** each other, and project this confidence towards clients and customers.*

- *staff who behave **respectfully** towards each other, value each other's views and opinions, work in teams which are places of mutual support, where anything is debated **without a hint of humiliation**, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented.*

- *staff who **'go the extra mile'** by providing unsolicited ideas, thoughts, stimulus to each other, and where their interest in their customers offers something more than is expected, beyond courtesy, and beyond service, offering attentiveness and personal interest.*

- ***challenges** for their staff, that provide opportunities for personal development through new experiences, and which treat everyone with fairness and understanding.*

- *staff who are **personally driven** towards organisation and personal success - intellectually, financially, socially and emotionally.*

Building Resilience – An Organisational Cultural Approach to Mental Health and Well-being at Work: A Primary Prevention Programme. Derek Mowbray in Employee Well-being Support: A Workplace Resource (eds) Kinder, Hughes and Cooper. John Wiley and Sons (2008)

Outline

The Manager's Code focuses on four areas:

- **Managing the organisation** – to build and sustain a Positive Work Culture
- **Managing the business or service** – to build and sustain a viable and effective business or service
- **Managing people** – to build and sustain commitment, trust and engagement
- **Managing myself** – to cope with excessive stresses and demands without developing stress related problems



Code 1 - Managing the organisation

To build and sustain a Positive Work Culture as the context in which staff thrive, perform at their optimum, are engaged with their organisation, are energised to contribute, and derive personal and professional fulfilment.

Managers are expected to demonstrate:

- **Purpose**

Clarity of purpose

- clarity of purpose in ways that are simply expressed, that staff and the public can understand and relate to.

- **Architecture**

The structures

- structures that enable staff to be engaged in decisions about themselves and their work.

- **The 'rules'**

Recruitment

- recruitment of managers based on the convergence of clear and unambiguous expectations of the skills, knowledge and experience needed for the job and those of the applicant.

Training and development

- training and development (the acquisition of skills, knowledge and experience) of all staff based on meeting the needs of the organisation and those of the trainee; that training is based on sound learning principles, and that the training is applied in practice.

Challenge

- staff are stimulated with personal challenges in their work.



Teams

- building and sustaining teams with people who are sufficiently trusting of each other that they can critique each other's work without fear of humiliation or retribution, and in the knowledge that lessons can be learnt and applied.

Communication

- excellent communication – the process of interpreting messages, conveying them intelligibly, seeking responses, and reacting to them positively.

Involvement

- engagement of all staff, other organisations and the relevant sections of the public in the processes and critical decisions that affect them.

Performance appraisal

- regular and routine performance appraisal of staff as part of the bloodstream of management, together with providing appropriate supporting resources to raise performance where needed.

Career development

- nurturing and development of staff by providing opportunities to gain wider skills, knowledge and experience, and to use these in practice in career development.

Security

- continuation of already started activities to enable staff to complete tasks, projects and assignments.

Encouragement

- encouragement of staff in their work, and encouragement of calculated risks in their contribution to the work of the organisation.

Work life balance

- responsiveness to employee domestic crisis.

Openness

- building and sustaining openness (transparency) in the management of the organisation.



Code 2 - Managing the business or service

To build, sustain and deliver a high quality business or service

Managers are expected to demonstrate:

Decision making

- justification for decisions based on appropriateness, evidence, experience, timeliness and feasibility related to the purpose, workforce, market, economic and commercial influences.

Direction

- providing direction based on analysis and with committed ambition

Co-ordination

- efficient integration of the mosaic of available resources to achieve a declared aim.

Control

- reaching an agreed goal within agreed boundaries of time and resources.
- keeping resources at his/her disposal within agreed boundaries.
- ensuring that proper governance of resources is applied always



Managers are expected to demonstrate ethical behaviour:

- **Service or business**

Appropriate interventions

- appropriateness of interventions in meeting individual, community, market and corporate need.

Intervention effectiveness

- effectiveness of interventions in producing positive outcomes.

Value and efficiency

- guaranteed efficient delivery of business or service within the prescribed resources that also represent genuine 'value'.

Customer, client and patient satisfaction

- satisfaction of customers, clients and patients (and their relatives and friends) receiving services they need or have been prescribed.

- **Society**

Impact on society

- being aware of, and, where necessary, moderating the impact on society of the organisation and the services it delivers

Promotion of health and wellbeing

- participating with others in promoting health and wellbeing activities

Preventing harm

- taking appropriate actions to prevent or limit the risks of harm in society arising from any business or service activity
- making judgements about the use of sensitive and confidential information in the public and society interest



Code 3 - Managing people

To build and sustain trust, commitment and engagement between managers and who they manage.

Managers are expected to show:

- **Status**

Competence as a person, as a manager and as a leader

- emotional intelligence
- intellectual flexibility

Attentiveness in every interaction

- non-prejudicial, and non-discriminatory attentiveness
- attentiveness to diverse interests and people

Honesty and trustworthiness

- transparency in all actions
- application of soundness, integrity and reliability in judgments

Selflessness

- humility

- **Staff and the public**

Attentiveness

- genuine attentiveness to the contents of an interaction by demonstrating listening, responsiveness and reaction.

Politeness

- politeness in any interaction

Courtesy

- placing the other person (people) at the forefront of an interaction



Personal communication

- personal communication wherever possible; understanding the limitations of electronic communication.

Use of Body language

- use of body movements and expressions to show attentiveness.

Address needs

- positive responsiveness to individual needs, even in circumstances when the needs cannot be met, given all the circumstances.

Empathy

- understanding of the other person's issues, ideas, thoughts and experiences

➤ *Intellectual flexibility*

- able to think on ones feet and respond with credible choices, alternatives and ideas

Emotional intelligence

- self aware, self regulating, motivated, showing empathy and being socially adept

Negotiation

- able to negotiate a successful outcome in an interaction.

Sharing

- sharing with others one's own thoughts and ideas

➤ *Reliability*

- doing what one says

Honesty

- open in an interaction



Clarity

- clearly understood in an interaction

Fairness

- fair to anyone in an interaction, taking account of all the circumstances, and to explain clearly the position that is taken and the reasons

Humility

- acknowledge mistakes, misunderstandings, errors and faults, and to apologise where necessary.

➤ *Resolve conflicts*

- able to confront a conflict at the time of conflict and to try and resolve any dispute at the time of the dispute.

➤ *Encourage contribution*

- able to motivate and encourage others in interactions.



Code 4 - Managing Myself

To cope with excessive stresses and demands without developing stress related problems

Managers are expected to have:

Vision

- a clear vision of their future, written down and reviewed regularly

Determination

- strength of will to see something through to the end despite diversions along the way

Interaction

- The ability to interact with assertiveness and without causing distress to others

Relationships

- Build and sustain relationships that assist in achieving high performance and success

Problem solving

- An open mind that is able to think differently about solving problems

Organisation

- A process of being organised in a chaotic environment

Self confidence

- Self confidence in the face of, as yet, unknown events and experiences

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For further information about the MAS Code of Conduct and our implementation programmes, please call 01242 241882 or email Barbara.leigh@mas.org.uk