Great colleague, great leader, great impact.

Anchor Leadership Framework

Anchor Leadership Framework

Every one of us can make a difference to our residents and play a part in shaping homes and services around their needs.

Our Anchor values of being Accountable, Respectful, Courageous and Honest apply to us all, whether you manage colleagues as part of your role or not. This Leadership Framework aligns our values with clear behaviours and skills; striking a balance between support and accountability – to get the right outcomes for residents.

Displaying our values can influence those around us to do the same.

In that sense, we can all be leaders at Anchor and should all be driven by the same customer ethos. That means Anchor colleagues recognise and respect individuals' needs, so residents feel understood and know we'll deliver on our promises. We'll achieve that if we're always approachable and professional, ask questions, listen carefully and take the time to explain and own difficult messages.

ACCOUNTABLE

RESPECTFUL

COURAGEOUS

HONEST

It means Anchor team members support one another and do what they say they'll do - so customers experience consistent standards, know what they can (and can't) expect from us and that colleagues will identify alternative solutions where they can.

And it means Anchor colleagues resolve issues and make sure we learn and improve. Issues and complaints should be taken seriously and resolved quickly - and if our ways of working get in the way of good customer service, colleagues should challenge, in the right way, to improve how we do things.

Anchor Leadership Framework

The framework focuses on personal growth, understanding different perspectives, and delivering results for our residents, organisation and stakeholders as leaders progress through the levels.

The competencies build progressively:

GREAT COLLEAGUE
focuses on self-leadership, mastering personal performance, accountability, and ownership.

GREAT LEADER
focuses on team leadership, balancing individual needs with team goals, and enabling a collaborative, accountable environment.

GREAT IMPACT
focuses on systems leadership, which involves working across directorates and teams to achieve shared goals and ensure long-term success.

This progression ensures that leadership development aligns with Anchor's organisational goals and prepares leaders to handle increasing role complexity effectively.

- Level one applies for all colleagues.

- People managers are expected to demonstrate behaviour in line with level one and two.

- Senior Leadership Team and Executive Committee colleagues are expected to consistently display the competencies of all three levels.

The framework is grounded in Robert Kegan's Adult Development Theory and the Leadership Maturity Framework to support effective, impactful leadership within Anchor.

Departments can tailor the framework, by taking examples such as "takes responsibility for doing a brilliant job" then asking colleagues within their department to explain what doing a brilliant job means for them.

Anchor Leadership Framework Values

	ACCOUNTABLE	
	We will hold ourselves and each other accountable for doing a great job.	
	What it is, I will always:	**What it isn't, I won't:**
Being a great colleague	• Take responsibility for doing a brilliant job. • Seek feedback and learn from mistakes. • Ask if I'm unclear about what's expected. • Take ownership for issues and make sure I follow up. • Set high standards for myself. • Do what I said I would do. • Escalate appropriately if something isn't getting resolved.	• Blame others or pass the buck. • Say "I've raised it with Anchor" to residents or relatives without being more specific. • Do only just enough. • Say one thing and do another.
Being a great leader	• Be clear with my expectations and check understanding. • Consistently hold people accountable, acting promptly and following appropriate procedures to take action when needed. • Provide and ask for useful, objective feedback. • Make sure everyone has the skills & tools to do a good job. • Encourage & support people to learn from mistakes. • Feedback on progress if a problem is escalated to me.	• Assume people don't need more training or support. • Take for granted that others know what good looks like. • Rely on anger and irritation. • Demand better without getting to root cause.
Have a great impact for Anchor	• Use data and insights to review progress. • Take full accountability for team performance. • Work with colleagues across teams to resolve issues that are hindering team performance. • Identify opportunities to continuously improve. • Focus on and celebrate success. • Help other teams and contribute to solutions.	• Be complacent. • Accept mediocre performance. • Make it hard for others to take ownership. • Blame other teams and spend more time complaining about the problem than contributing to the solution. • Exacerbate silo working.

Anchor Leadership Framework Values

RESPECTFUL We will support and respect each other and our residents.		
	What it is, I will always:	**What it isn't, I won't:**
Being a great colleague	• Listen to colleagues' and residents' or relatives' perspectives. • Be a good ambassador for Anchor and working as one team. • Approach every interaction with empathy and optimism. • Recognise and respect individuals' needs. • Set respectful and professional boundaries.	• Be dismissive. • Insist I'm always right. • Talk down to people or bad mouth others. • Judge others without all the information.
Being a great leader	• Recognise other contributions. • Ensure everyone feels respected and heard. • Create an inclusive environment. • Treat everyone fairly.	• Tolerate cliques or favouritism. • Interrupt or ignore contributions. • Belittle anyone.
Have a great impact for Anchor	• Ensure I am visible and accessible to teams and residents or relatives. • Encourage departments to work together and understand each other's challenges. • Empower and trust leaders to make decisions. • Call out underperformance respectfully. • Address resident enquiries and concerns quickly and effectively.	• Make it hard for people to share new ideas. • Look down on others. • Assume the worst in other departments or colleagues. • Become defensive when colleagues, residents, or relatives express concerns.

Anchor Leadership Framework Values

COURAGE		
We will speak up when something isn't right.		
	What it is, I will always:	**What it isn't, I won't:**
Being a great colleague	• Be willing to do the right thing, even if I find it uncomfortable. • Embrace and champion change. • Get help when I need it.	• Avoid challenge. • Actively resist change. • Say yes just because it's easier. • Push away support that I need. • Walk by if something is wrong.
Being a great leader	• Confront difficult issues directly. • Make decisions in the moment if they are needed to protect residents. • Empower my team to act with confidence. • Address poor performance quickly.	• Avoid addressing uncomfortable issues. • Avoid making decisions because it feels easier to escalate. • Hide problems or issues that do need escalating.
Have a great impact for Anchor	• Make difficult decisions when needed. • Inspire a collective effort to overcome obstacles. • Anticipate future challenges and face them. • Work with other departments to innovate and improve our service to make a difference for residents and relatives.	• "Bury my head in the sand". • Stick with what's familiar, not what's needed.

Anchor Leadership Framework Values

HONEST		
We will always be honest with ourselves and others about what they can expect from us.		
	What it is, I will always:	**What it isn't, I won't:**
Being a great colleague	• Own it when I make mistakes. • Be honest about where I'm at my best. • Be honest about what I can and can't do. • Manage expectations early. • Own my part when things don't go well.	• Over promise, under deliver. • Mislead others. • Say yes without being sure I can do it. • Hide my mistakes.
Being a great leader	• Encourage the team to be honest with each other. • Support the team to share learnings. • Be honest with my team when I don't know the answer to something. • Focus on the positives, while addressing challenges openly and constructively.	• Make it hard for people to be honest within the team. • Dominate discussions. • Pretend I have all the answers.
Have a great impact for Anchor	• Be honest with residents and relatives about what they can expect. • Create clear, consistent service standards. • Build honest relationships across departments. • Face challenges of the business honestly.	• Give false promises to colleagues and residents or relatives.

Being a great colleague

Accountable: We will hold ourselves and each other accountable for doing a great job.

I will always:
- Take responsibility for doing a brilliant job.
- Seek feedback and learn from mistakes.
- Ask if I'm unclear about what's expected.
- Take ownership for issues and make sure I follow up.
- Set high standards for myself.
- Do what I said I would do.
- Escalate appropriately if something isn't getting resolved.

I will never:
- Blame others or pass the buck.
- Say "I've raised it with Anchor" to residents or relatives without being more specific.
- Do only just enough.
- Say one thing and do another.

Respectful: We will support and respect each other and our residents.

I will always:
- Listen to colleagues' and residents' or relatives' perspectives.
- Be a good ambassador for Anchor and working as one team.
- Approach every interaction with empathy and optimism.
- Recognise and respect individuals' needs.
- Set respectful and professional boundaries.

I will never:
- Be dismissive.
- Insist I'm always right.
- Talk down to people or bad mouth others.
- Judge others without all the information.

Courageous: We will speak up when something isn't right.

I will always:
- Be willing to do the right thing, even if I find it uncomfortable.
- Embrace and champion change.
- Get help when I need it.

I will never:
- Avoid challenge.
- Actively resist change.
- Say yes just because it's easier.
- Push away support that I need.
- Walk by if something is wrong.

Honest: We will always be honest with ourselves and others about what they can expect from us.

I will always:
- Own it when I make mistakes.
- Be honest about where I'm at my best.
- Be honest about what I can and can't do.
- Manage expectations early.
- Own my part when things don't go well.

I will never:
- Over promise, under deliver.
- Mislead others.
- Say yes without being sure I can do it.
- Hide my mistakes.

Being a great leader

Accountable: We will hold ourselves and each other accountable for doing a great job.

I will always:
- Be clear with my expectations and check understanding.
- Consistently hold people accountable, acting promptly and following appropriate procedures to take action when needed.
- Provide and ask for useful, objective feedback.
- Make sure everyone has the skills & tools to do a good job.
- Encourage & support people to learn from mistakes.
- Feedback on progress if a problem is escalated to me.

I will never:
- Assume people don't need more training or support.
- Take for granted that others know what good looks like.
- Act from a place of anger and irritation.
- Demand better without getting to root cause.

Respectful: We will support and respect each other and our residents.

I will always:
- Recognise other contributions.
- Ensure everyone feels respected and heard.
- Create an inclusive environment.
- Treat everyone fairly.

I will never:
- Tolerate cliques or favouritism.
- Interrupt or ignore contributions.
- Belittle anyone.

Courageous: We will speak up when something isn't right.

I will always:
- Confront difficult issues directly.
- Make decisions in the moment if they are needed to protect residents.
- Empower my team to act with confidence.
- Address poor performance quickly.

I will never:
- Avoid addressing uncomfortable issues.
- Avoid making decisions because it feels easier to escalate.
- Hide problems or issues that do need escalating.

Honest: We will always be honest with ourselves and others about what they can expect from us.

I will always:
- Encourage the team to be honest with each other.
- Support the team to share learnings.
- Be honest with my team when I don't know the answer to something.
- Focus on the positives, while addressing challenges openly and constructively.

I will never:
- Make it hard for people to be honest within the team.
- Dominate discussions.
- Pretend I have all the answers.

Having a great impact across Anchor

Accountable: We will hold ourselves and each other accountable for doing a great job.

I will always:
- Use data and insights to review progress.
- Take full accountability for team performance.
- Work with colleagues across teams to resolve issues that are hindering team performance.
- Identify opportunities to continuously improve.
- Focus on and celebrate success.
- Help other teams and contribute to solutions.

I will never:
- Be complacent.
- Accept mediocre performance.
- Make it hard for others to take ownership.
- Blame other teams and spend more time complaining about the problem than contributing to the solution.
- Exacerbate silo working.

Respectful: We will support and respect each other and our residents.

I will always:
- Ensure I am visible and accessible to teams and residents or relatives.
- Encourage departments to work together and understand each other's challenges.
- Empower and trust leaders to make decisions.
- Call out underperformance respectfully.
- Address resident enquiries and concerns quickly and effectively.

I will never:
- Make it hard for people to share new ideas.
- Look down on others.
- Assume the worst in other departments or colleagues.
- Become defensive when colleagues, residents, or relatives express concerns.

Courageous: We will speak up when something isn't right.

I will always:
- Make difficult decisions when needed.
- Inspire a collective effort to overcome obstacles.
- Anticipate future challenges and face them.
- Work with other departments to innovate and improve our service to make a difference for residents and relatives.

I will never:
- "Bury my head in the sand".
- Stick with what's familiar, not what's needed.

Honest: We will always be honest with ourselves and others about what they can expect from us.

I will always:
- Be honest with residents and relatives about what they can expect.
- Create clear, consistent service standards.
- Build honest relationships across departments.
- Face challenges of the business honestly.

I will never:
- Give false promises to colleagues and residents or relatives.

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