



What people like and admire about me...

- The passion, energy and drive I bring to what I do.
- My integrity and openness.
- My building a trusting environment where people can develop and stretch their boundaries.
- Not being afraid to recognise and take on challenges and make difficult decisions when necessary.
- Being a thoughtful and supportive leader with ambition for those around me, the organisation and for the people we support.
- My awareness of where I need to improve and my openness to others telling me what I need to hear (but might not want to.)
- Not being afraid to admit mistakes, listen to feedback and say sorry when I get something wrong.
- Not trying to do what I can't – and not trying to be what I'm not.

What's important to me...

- Knowing that what I do is making a positive contribution to people's lives.
- Understanding what I'm doing well and where I can improve.
- Being able to share my thinking and hear what others think about it.
- Having space to reflect and talk something through when I'm not sure or when I've got something wrong. (I know I'm not perfect - who is?)
- People accepting sometimes there is no 'right' answer – and we may not be able to agree.

How to support me well at work...

- By looking for solutions and ways forward (I find pessimists and energy vampires very tiring.)
- By looking at data with materiality in mind and accepting it is never going to be perfect. (Needless debates about data accuracy frustrate me because they delay acting.)
- By giving me space to think and 'get over it' when something has gone wrong. (I calm down and gain a balanced perspective more quickly than you might think.)
- By making sure if something is going wrong or if something can't be done on time I know about it sooner rather than later.
- By pointing out to me in a constructive way when I've got something wrong. (I'll 'hear' it much more quickly.)
- Sometimes you'll (incorrectly) think I'm unhappy about something. Please accept more often than not if I'm genuinely not sure I'll be frowning as I critically think something through. (I will never be able to play poker.)
- If I'm going somewhere I like to be clear about why, where it is and how to get there.