



I take my **responsibility** as a line manager seriously.

- I am generous with my time. Supporting my team is a priority.
- I recognise that I might be seen as a role model and act appropriately.
- I lead by example.

I **get the basics right**. Appraisals are done well and on time.

I **know the people I manage**, their abilities, aspirations, frustrations and motivations. I am also self-aware, and open about my own strengths and weaknesses.

I create a safe environment for open discussion and constructive challenge by:

- Being **visible** and accessible
- Openly **inviting the views** of others
- **Listening** and acting

I give honest, timely, objective **feedback**.

- I give recognition when people have done well.
- I take prompt action to address performance issues.

I champion **learning and development**, including for myself.

I work with my team to **manage workloads**, find **smarter** ways of working and clearly **define our roles**.

I **delegate** responsibilities and support colleagues to understand the context of their Key Performance Indicators.

I value diversity and promote equality. I show this by being **inclusive** and welcoming the contributions and views of all.

I am supported by colleagues who live DSUK's values, take responsibility for their own development and give me feedback on how I am doing.