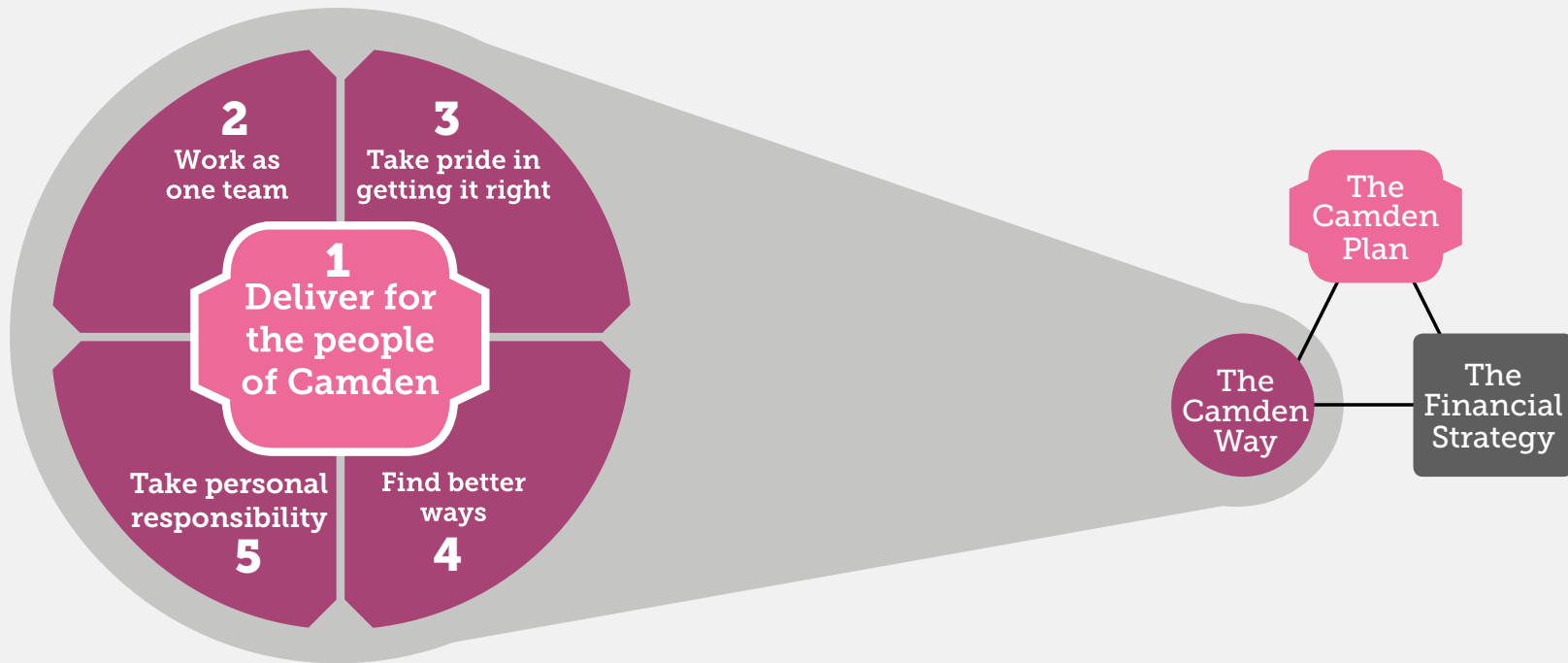




# What is the Camden Way?

## What is the Camden Way?



**The Camden Way** is a key part of our [transformation strategy](#) often referred to as a transformation triangle that links the [Camden Plan](#), the Camden Way and the [Financial Strategy](#) together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- 1 Deliver for the people of Camden
- 2 Work as one team
- 3 Take pride in getting it right
- 4 Find better ways
- 5 Take personal responsibility

These ways of working enable us to focus our resources to ensure Camden is a place where everyone has a chance to succeed and where nobody gets left behind.

This new guide builds on and replaces any previous guides e.g. Ways of Working, the Behaviours Framework and Empowered Teams Readiness Assessment. Both at the individual and team level this guide should help you identify areas for development, facilitate conversations and help teams to work in an empowered way.

# Our five ways of working - definitions

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Our five ways  
of working

# What does it mean for me?

Working in the Camden Way should become second nature to all of us. By incorporating the five ways of working into your day to day work you will be able to demonstrate that you are performing well and meeting your full potential (Please see [My performance guide](#)). You will also be able to identify any areas of personal growth and development.

This guide provides examples of what performing well in Camden looks like for each of the ways of working.

These examples are grouped into categories that link to your job level. You are expected to demonstrate more categories as the seniority and complexity of your role increases (please see table below). The examples are not intended to be exhaustive, but are a guide for each team to bring to life within their own service.

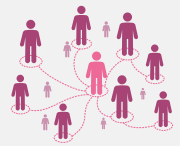
Please note that the categories are cumulative: for instance a practitioner or a manager (Level 3) is expected to demonstrate examples of how they

have worked in category one, two and three. Occasionally a role may require demonstrating examples from a category not directly linked to your job level; however, these expectations should be clearly identified with your manager in one to one conversations. On the left hand side is a negative indicator. The examples within this column are examples of things we do not want to see people demonstrate. The list of the 'negative' examples is not exhaustive.

Not performing well	Intern/apprentice				
	Service Provider (Levels 1-2)				
	Practitioner and Manager (Level 3)				
	Practitioner and Manager (Levels 4-5)				
	Senior manager (Level 6)				
Negative indicator	Category 1	Category 2	Category 3	Category 4	Leadership behaviours

\* [Current leadership behaviours](#) are being reviewed and are not included in this guide

# Deliver for the people of Camden



## **Negative indicator**

Does not demonstrate our values regarding providing excellent customer service and focuses only on the here and now.

## **Category 1**

Understands customer needs, service objectives and current priorities and follows through to ensure they are met.

## **Category 2**

Builds ongoing relationships with customers and engages with them about the services they receive.

## **Category 3**

Acts as a customer champion and empowers colleagues to focus on service priorities and delivers excellent customer service.

## **Category 4**

Redefines customer services to improve the customer experience, keeping up to speed with trends and best practice.

Deliver for people of Camden

# Work as one team



## **Negative indicator**

Operates as an individual and does not consider how they present themselves or the information they are giving to others.

## **Category 1**

Is respectful, transparent and responsive to colleagues and communicates clearly using facts.

## **Category 2**

Brings together colleagues/partners around a specific issue/problem and considers the best approach for engaging their audience.

## **Category 3**

Develops ongoing partnerships and takes a flexible, transparent approach to meeting outcomes.

## **Category 4**

Develops and maintains strategic partnerships and is a guardian of a transparent, trustworthy and collaborative work environment.

Work as one team

# Take pride in getting it right



## Negative indicator

Does not aim to get it right first time for our customers; does not think things through or understand how decisions are made.

## Category 1

Takes a systematic approach, looking at what we deliver from the customer's perspective and understands where to find the information they need to get the job done.

## Category 2

Considers different view points based around getting it right for the customer; understands the Camden culture and key stakeholders.

## Category 3

Aligns projects with Camden key strategies, sets clear measures of success. Plans for future activities six months - three years ahead.

## Category 4

Understands the broader (underlying) context and considers multiple implications.

Take pride in getting it right

## Find better ways



### **Negative indicator**

Does nothing to improve things and is not prepared to give new things a try.

### **Category 1**

Focuses on the agreed priorities and works towards delivering outcomes; is open to change.

### **Category 2**

Makes continual improvements, including focusing on their own development; acts flexibly in the moment.

### **Category 3**

Sets and delivers challenging goals and takes a flexible approach to meeting outcomes.

### **Category 4**

Delivers major improvements; adapts the overall plan in response to contextual change.

Find better ways



# Take personal responsibility



## Negative indicator

Lacks confidence and drive.

## Category 1

Acts with confidence within their role and communicates clearly to others.

## Category 2

Acts with confidence even in situations of uncertainty and enables people to deliver.

## Category 3

Positions themselves as a leader and understands the political and organisational complexity of our organisation.

## Category 4

Creates an engaging environment where staff are empowered and support each other to take decisions.

Take personal responsibility

# What does this mean for my team?

A key outcome of the Camden Way is to create an environment where everyone is focused on what matters to customers and is equipped and empowered to take personal responsibility to deliver a great customer services, whether this be in making informed day-to-day decisions, driving improvement or being innovative. This guide is designed to help teams assess where they are in relation to becoming an empowered team by talking through our 5 ways of working, and to prioritise where

they might want to do things differently in the coming weeks and months. Please note this guide builds on the first version of the Empowered Team's readiness assessment. In response to the feedback we received 6 original themes are now clearly aligned with our 5 ways of working.

To facilitate team conversations, a number of questions may be useful, such as:

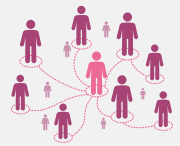
- Where is the team now in relation to each of our 5 ways of working?

- Where do we want to be?
- How can we get there?
- What gets in the way of getting there?

To help teams assess where they are on the empowered team scale we have provided in the tables below particular indicators under each of ways of working. We appreciate that there are many factors that will impact on a team's ability to be fully empowered but this guide is an ambition we should all aim for when setting team goals and priorities.



# Empowered team assessment: Deliver for the people of Camden



Key questions the team should focus on	You need to step it up	You are on the right track	You are an increasingly empowered team, you work in the Camden Way
<ul style="list-style-type: none"> <li>› Is there clarity of <b>purpose</b> for the service as a whole and for individuals?</li> <li>› To what extent are teams involved in setting the <b>direction</b> and <b>outcomes</b>?</li> <li>› Is it clear how our outcomes link to our <b>customers</b>?</li> </ul>	<ul style="list-style-type: none"> <li>› Objectives for staff are set by the management team each year</li> <li>› There is a staff/management division</li> <li>› Staff generally know what they need to do on a day-to-day basis, but not always how it fits into the wider service and organisation</li> <li>› Staff react slowly to change and require significant support to adapt</li> <li>› There is not always clarity of the longer term direction of the service and its contribution to our customers' needs</li> </ul>	<ul style="list-style-type: none"> <li>› There is a clear set of shared goals from the top, including direction of travel</li> <li>› The team are involved in service planning</li> <li>› Colleagues are clear what outcomes need to be achieved as well as how to go about achieving them</li> <li>› The team reacts to change quickly and is able to adapt with the direction of management</li> </ul>	<ul style="list-style-type: none"> <li>› The team are involved in determining the vision, priorities and direction of the service</li> <li>› Team members actively contribute suggestions for improving the service.</li> <li>› The team is able to mobilise and reorganise itself to adapt to changing circumstances.</li> <li>› There is a clear understanding how individual and team priorities link to our customers' needs.</li> </ul>

Assessment:  
Deliver for people

# Empowered team assessment: Work as one team



Key questions the team should focus on	You need to step it up	You are on the right track	You are an increasingly empowered team, you work in the Camden Way
<ul style="list-style-type: none"> <li>› To what extent do team members <b>collaborate</b> (both within and across teams) to resolve issues and achieve outcomes?</li> <li>› How do team members know when they are doing a good job including how they are recognised throughout the year for good <b>performance</b>?</li> <li>› How do team members give <b>feedback to each other</b>?</li> </ul>	<ul style="list-style-type: none"> <li>› Staff in the service generally work independently</li> <li>› There is little contact with other teams unless formally organised</li> <li>› Staff normally need to check with a manager before contacting colleagues in other teams</li> <li>› There is not always understanding between colleagues about each other's outcomes and the overall performance of the team</li> <li>› Staff don't tend to seek advice or support from each other when needed</li> <li>› Staff only receive feedback from their managers at mid-year reviews or appraisals</li> <li>› One to one's are mostly spent discussing progress on weekly work activity</li> <li>› Underperformance is not always actively tackled. Someone who delivers but not always in the Camden Way might be tolerated</li> </ul>	<ul style="list-style-type: none"> <li>› Colleagues work together to deliver work and solve problems, seeking advice and support from each other</li> <li>› Colleagues are clear what they each need to achieve and how work interrelates and help each other out</li> <li>› There is good collaboration with teams elsewhere in the organisation and with partners where relevant</li> <li>› Colleagues actively think about the impact that their work has on other colleagues and services</li> <li>› Teams are good at telling each other when something has gone well and don't wait for formal meetings</li> <li>› Good performance is recognised</li> <li>› Underperformance is addressed by the management team</li> <li>› Teams and colleagues are encouraged to hold each other to account</li> </ul>	<ul style="list-style-type: none"> <li>› Everyone takes pride in the team and the wider Camden team, taking into account the end-to-end processes from the perspective of residents and customers, working effectively with colleagues outside of their immediate team and prioritising delivering for the residents of Camden</li> <li>› Teams know what needs to be delivered and manage their resources and workload with their peers</li> <li>› There is a high level of trust in the team</li> <li>› Tools and technology are used to support joint working and collaboration</li> <li>› Teams manage their performance with their peers/team members</li> <li>› Underperformance is tackled swiftly with support from peers to improve performance</li> <li>› Team members understand how their contribution influences the team's performance and are confident giving feedback to each other, even when the messages are difficult</li> </ul>

Assessment:  
Work as one team

# Empowered team assessment: Take pride in getting it right



Key questions the team should focus on	You need to step it up	You are on the right track	You are an increasingly empowered team, you work in the Camden Way
<p>We can't get it right if we don't have the right <b>information</b>.</p> <ul style="list-style-type: none"><li>› What access do team members have to <b>data</b>, information and <b>feedback from customers</b> to identify and plan work needed; or know where things are going well or would benefit from improvement?</li></ul>	<ul style="list-style-type: none"><li>› There is very little data available or when it exists it is accessible only to a select number of staff members through inefficient channels (e.g. multiple spreadsheet scattered through folders or personal drives)</li><li>› There are no mechanisms in place to gather feedback from customers, clients or partners</li><li>› Staff in the service generally work independently</li><li>› There is little contact with other teams unless formally organised</li></ul>	<ul style="list-style-type: none"><li>› Data and intelligence is used to inform decision making in the service</li><li>› Data exists and is easily accessible (SharePoint, Dashboard or specific databases used) but individuals don't always use this data to manage team/ individual performance</li><li>› The team shares data widely (including with public and partners if possible)</li><li>› There are clear measures linked to purpose and desired outcomes</li></ul>	<ul style="list-style-type: none"><li>› Transparent data and information is available and teams use it to manage their work and make good decisions individually and collectively</li><li>› Measures of success are monitored and discussed within the team</li><li>› Intelligence based decision making is at the heart of how the team and service operates</li><li>› Data and intelligence is used actively to make decisions about individual and collective performance</li></ul>

Assessment: Take pride

# Empowered team assessment: Find better ways



Key questions the team should focus on	You need to step it up	You are on the right track	You are an increasingly empowered team, you work in the Camden Way
<p>One way to <b>innovate</b> is to focus on <b>our development</b> by improving our own <b>skills</b> and <b>learning</b> from others.</p> <p>› How are learning needs identified within the service and what approach is taken individually and collectively to ensure team members have the right skills to deliver quality services?</p>	<ul style="list-style-type: none"><li>› Learning needs are only identified as part of the annual appraisal process</li><li>› Staff take little ownership of their own development and/or learn from others</li><li>› Learning is generally seen as classroom based activity</li><li>› On occasion, staff may not feel they have the right knowledge or skills to do their jobs effectively or that they do not receive the training they need in time</li></ul>	<ul style="list-style-type: none"><li>› Colleagues take responsibility for their own learning and development, sharing knowledge and skills with their peers</li><li>› Colleagues actively identify their learning needs and seek out ways to develop</li><li>› The team uses different ways of sharing and developing knowledge and skills, including on the job learning, reading, shadowing etc.</li><li>› Colleagues have the right skills and knowledge to do their jobs effectively</li></ul>	<ul style="list-style-type: none"><li>› The team regularly discusses learning needs together, with individuals taking responsibility as subject matter experts to develop their peers</li><li>› The team seeks out creative ways to make learning interesting</li><li>› The team thinks ahead to changing skill and knowledge requirements, ensuring that needs are met in a timely way</li><li>› There is a learning culture in the team, with everyone clear what skills they need to develop or progress their careers</li><li>› Teams are able to be innovative and have the freedom to implement new ideas and solve problems.</li></ul>

Assessment:  
Find better ways

# Empowered team assessment: Take personal responsibility



Key questions the team should focus on	You need to step it up	You are on the right track	You are an increasingly empowered team, you work in the Camden Way
<p>› How much <b>autonomy</b> do team members have in regard to <b>decision making, problem solving</b> within their work e.g. to steer their own work or resolve issues that arise without referring them upwards?</p>	<ul style="list-style-type: none"><li>› Decisions are mostly made by managers and there are detailed sign off processes for most work</li><li>› Staff work to agreed guidelines/frameworks with little variation</li><li>› It is rare for staff to question how things are done</li><li>› When staff have ideas for improvements, decisions need to be taken by the head of service or assistant director before changes can be made</li><li>› It is not always clear who makes particular decisions</li></ul>	<ul style="list-style-type: none"><li>› There is a clear definition and understanding of the nature and scope of the issues that can be addressed at the front line versus those where additional support should be sought before it has to be referred upwards</li><li>› Colleagues are encouraged to come up with new ideas</li><li>› In the main, colleagues are able to get on with their jobs without needing to check things with a manager</li></ul>	<ul style="list-style-type: none"><li>› Team members have a large degree of authority to act without referring upwards so there is greater networking within and across teams (and ability to resolve issues)</li><li>› Teams use their freedom to exercise judgement that is appropriate to their experience and skills and to the nature of the service</li><li>› Decision making and accountability are delegated to the lowest possible level</li><li>› Managers use a coaching style of management, encouraging team members to solve problems for themselves</li></ul>