



## **Q&A on Values-Based Leadership**

**Organisation: HammondCare**

**Respondent: Stephen Judd, Chief Executive Officer**

1. **Values:** What are the core values of your organisation?

**Response:**

The Who and the Why of an organisation shapes its What and How. Even organisations that have not clearly articulated their Identity and Purpose are being shaped by them or by their absence.

HammondCare is an independent Christian charity. That's the short version of the Who and the Why. It is:

- a) Independent. HammondCare does not belong to any church or denomination. Throughout its history it has acted in a way that is distinctive, leading rather than following, not being 'me-too' in its activities.
- b) Christian. The work of HammondCare is motivated by the Christian principles and values expressed in the words and deeds of Jesus Christ. It is a compassion that finds expression not in mere sympathy or empathy but in engaging with those we serve and putting ourselves in their shoes. It means that we are all called to show the same love and respect for people in need. We believe that all people are created by God and loved by God. The idea that all human beings are made in the image of God – are God's family members – is the defining identity of the people we serve – not their abilities, cognition, ethnicity, finances or any other status – and it is the status of each person who serves within the organisation. That concept of equality before God promotes in our actions a spirit of humility and grace that inspires and gives breath to HammondCare's activities.
- c) Charity. Some people don't like the word "charity" but it is a word that not only means but actually connotes the idea of "grace", acknowledging our actions and our support are freely given. We resist against the notions of social "contracts" whereby all relationships are purely mercantilist, reduced to the purely financial transaction. To say that HammondCare and, indeed, all charities are "not-for-profit" means that we are expressing its identity in purely financial terms. Rather we are "for purpose", the means by which "community" is nourished and sustained; the means by which communities help each other.

The image or model showing the core values of HammondCare is the person of Jesus and his actions. He walked the talk, he showed compassion, not simply preaching Good News but healing the sick and feeding the hungry. So, the model or image is as HammondCare says in its Motivation statement “the words and deeds of Jesus Christ”. We cannot separate that image or model from identity and purpose and indeed that shapes what we do and how we do it.

2. **Communication:** How are your core values communicated and reinforced with leaders and staff? Do you communicate your core values to other stakeholders (eg, customers, suppliers, shareholders, anyone else)?

**Response:**

The key document is our Mission in Action single page which contains our Mission, Motivation and Mission in Action statements (this document is attached at the end of this Q&A). This is communicated widely internally, included in all employment contracts and discussed at training events, orientations etc.

The Mission statement – “our passion is improving quality of life for people in need” is explained in eight statements as to how we serve others and eight statements of how we work together. This is called our Mission in Action statement and seeks to explain in very practical terms – e.g., tailoring care, partnering with family, serving with passion, respecting confidentiality – how the Mission is expressed in daily work.

3. **Impact:** Can you please provide one or two specific examples of how core values impact everyday decision-making of leaders in your organisation? Have there been any "critical incidents" in which core values have shaped how your leaders responded to unusual and difficult circumstances?

**Response:**

- a) **Radical hospitality.** Jesus Christ established relationships by engaging with people, no matter their circumstances. He sought to include, not exclude. He ate with people whom others would shun, he consorted with people whom others would avoid. This radical hospitality is our model at HammondCare, supporting people whom others will not.
- a. They might be marginalised because they have so-called “behaviours” that are challenging to support: we provide Special Care Units;
  - b. they might be experiencing severe and chronic pain: we support them through a Pain Clinic;
  - c. they might need specialist palliative care: we provide services at home, in-patient and in nursing homes;
  - d. they might be financially disadvantaged: almost half of our aged care residents are deemed financially disadvantaged and just under 20% of our retirement village residents pay no entry contribution.
- b) **Management of Risk.** Increasingly many health and aged care providers have a tendency on avoiding risks and trying to eliminate them. The model of Jesus is one of prioritising relationship over risk. HammondCare does not shy away from the risks that arise from supporting people in challenging situations. Across all our services, we pro-actively

identify, measure and engage with risk, in order to meet the needs and preferences of the people we serve. We believe that our role is not to be safe and comfortable but to take risks for those whose lives are at risk. That finds expression for example, in:

- a. focussing on serving people with dementia in our aged care services;
- b. providing for those whose behavioural and psychological symptoms of dementia are severe;
- c. building from scratch a national dementia consultancy service within 90 days.

This is not foolhardy: it is managing risks in a measured and intelligent way. Nor is this approach commercially imprudent: by focussing on these “risky” areas, we have a high degree of differentiation in the marketplace, with a competitive advantage that is harder to challenge.

4. **Challenges:** What are the biggest challenges in using core values to shape leadership behaviour in your organisation?

**Response:**

It is one thing to have Mission in Action statements, it is another to follow them.

Bob Garratt says “The board’s words and actions are watched carefully by the staff for changes in cultural priorities... In their own interests they will follow the board’s behaviour rather than their words” (The Fish Rots from the Head, HarperCollins 1996, p66). The same is true for company leaders: if the words and the actions are out of kilter, if the mission statement says one thing but the Chief Executive acts in another way, if there is complete mis-alignment between stated objectives and actions, staff will follow the actions. The most important thing for staff is consistency and reliability of behaviour by a leader. They would prefer a leader who behaves horribly, but is consistent about it, to one whose behaviour is inconsistent.

This does not mean only perfect leaders need apply! In fact, it is the opposite. It means that one should be quick to openly acknowledge mistakes and stuff-ups; it means that redemption is not simply an abstract concept but a daily practice of leadership, HR and Learning and Development. It does mean that probably the most important challenge is to manage yourself and be aware of your impact on others when things do go wrong.

5. **Recommendations:** What are your recommendations for other organisations if they want to use core values as a foundation for leadership behaviour?

**Response:**

- a) Focus on consistency and reliability of your own actions that are in alignment with the values of the organisation;
- b) Be a redemptive organisation as most of us learn best from our failures rather than our successes;
- c) Manage yourself and your own behaviours first.

# Our mission

## Our passion is improving quality of life for people in need

### Our motivation

The work of HammondCare is motivated by the Christian principles and values expressed in the words and deeds of Jesus Christ. HammondCare believes in the value of all people as made in the image of God and as loved by God. We are therefore called to show the same love, with compassion and respect, for people in need.

### Our mission in action

We serve people with complex health or aged care needs, regardless of their circumstances.

#### How we serve others

##### Listening and relating

We listen to people and seek to understand their needs.

##### Enabling choice

With creativity and wisdom, we enable people to choose and to engage in life through activities they enjoy, find satisfying and from which they derive dignity and self-respect.

##### Tailoring care

We believe that providing excellent and responsive clinical care flows from knowing and understanding the person.

##### Belonging

We believe that feeling safe is crucial for people's well-being. We recognise the value of feeling in control and 'at home'.

##### Partnering with family and friends

We actively encourage family and friends to be our partners in care.

##### Engaging with community

We encourage people to be involved in their community and we will connect with the communities in which we serve.

##### Equity and access

We seek to serve the disadvantaged and those unable to care for themselves.

##### Nurturing the whole person

Our Christian motivation means that we nurture the spiritual well-being of people, as well as meeting their physical and emotional needs.

#### How we work together

##### Serving with passion

We only want staff and volunteers who enjoy serving others and demonstrate this in their behaviour and attitude.

##### Learning and developing

We build the knowledge and skills necessary to do our jobs well and develop satisfying careers. We all use what we learn.

##### Being creative and innovative

We seek to research, develop and improve care and services. We encourage creativity and innovation.

##### Communicating well

We communicate honestly, openly and in a timely manner.

##### Respecting confidentiality

We protect the privacy and confidentiality of those we serve and with whom we work.

##### Being wise with resources

We will manage resources effectively and sustainably.

##### Managing risks for better care

We manage risks in an intelligent and measured way rather than seeking to eliminate them.

##### Valuing teamwork and sharing responsibility

We respect and value each other, our different roles, and the diversity of team members. All staff members share responsibility for our services and work together to reach common goals.



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