

Be Reflective

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Ensuring we understand who our customers are</p> <p>Taking time to listen to customers</p> <p>Proactively engaging with customers to find out what needs to be improved</p> <p>Acknowledging mistakes and seeking appropriate guidance and support to put them 'right'</p> <p>Asking about others' views and feelings, and actively listening and acknowledging these</p> <p>Acknowledging and considering the different views and ideas of others</p> <p>Seeking and taking opportunities to improve</p> <p>Taking steps to understand the history and background to why things get done in the way they do</p> <p>Sharing information and knowledge with others</p>	<p>Asking for customer feedback and responding by taking action to ensure satisfaction</p> <p>Using knowledge and understanding of customers to inform our actions, priorities and recommendations</p> <p>Acknowledging mistakes and acting to rectify them</p> <p>Recognising, seeking to understand, and responding supportively to emotion in others</p> <p>Checking own understanding of what others feel, say and do</p> <p>Seeking to understand the reasons for others' behaviour and views</p> <p>Creating opportunities to capture and share useful information and feedback</p> <p>Actively listening to others</p> <p>Seeking clarification to check accuracy and own understanding of information</p>	<p>Ensuring own and others' understanding of excellent, effective and poor performance</p> <p>Addressing own and others' under performance and challenging mediocrity</p> <p>Giving positive and constructive feedback to others about their behaviours and skills and providing evidence</p> <p>Recognising and acknowledging the reasons for on-going organisational behaviour</p> <p>Constantly driving towards better results by improving methods, approaches or ways of working for self and others</p>	<p>Ensuring that customer views are fully taken into account in the planning of services</p> <p>Recognising and acknowledging the performance of others</p> <p>Promoting and using internal and external surveys and trends to add value for the customers and the Centre</p> <p>Acknowledging and responding to internal and external forces affecting the organisation and preparing and shaping the organisation's response</p> <p>Spotting trends and changes – both internal and external – that will affect the organisation in the future</p>	<p>Analysing services from the 'customer perspective' to ensure high-quality, timely and flexible</p> <p>Understanding and responding to the political, financial, reputational and other factors that influence the behaviour of senior people</p> <p>Interpreting accurately what has been said/not said in senior level discussions and negotiations: explores the important subtle messages</p>

Be Ambitious

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Identifying own development needs and seeking ways to meet these needs</p> <p>Monitoring and assessing own development progress against needs</p> <p>Taking a logical approach to problem solving.</p> <p>Seeking to ensure all key information is gathered</p> <p>Acknowledging the value of differences between people</p>	<p>Constantly looking for ways to make the service better</p> <p>Challenging self and others to be more customer focussed</p> <p>Supporting others' to identify their development needs and find ways to meet these needs</p> <p>Proactively putting forward suggestions for improving</p> <p>Identifying opportunities and using knowledge and experience to deliver change and improvement</p> <p>Proactively communicating and sharing best practice</p> <p>Identifying and taking action to head off potential problems</p> <p>Investigating and evaluating options when making decisions</p> <p>Ensuring solutions to complex problems, that have an organisation-wide impact, are realistic and workable.</p>	<p>Setting ourselves and others high standards for customer service</p> <p>Constantly referring to performance data to drive improvements</p> <p>Speaking out even when it jeopardises a trusted or valuable relationship</p> <p>Supporting others to progress and add value</p> <p>Looking ahead and seizing opportunities to use best practice</p> <p>Identifying and implementing new approaches to improve</p> <p>Developing and communicating a clear direction on how individuals and teams can improve their performance</p> <p>Identifying both formal and informal sources of influence and using this knowledge to build relationships with key decision makers/influencers</p>	<p>Promoting and driving performance on and off the stage to continually be better</p> <p>Setting out and communicating a vision and rationale for change</p> <p>Looking for long-term opportunities (more than one year ahead) that will create positive changes and taking action to make these a reality</p> <p>Anticipating and assessing long-term and strategic risks, addressing them and helping others to recognise and address them.</p> <p>Creating an environment and culture in which people make decisions and take responsibility for them.</p>	<p>Recognising and taking action to resolve cultural or systemic causes of conflict, misunderstanding or lack of collaboration</p> <p>Predicting changing organisational needs and taking action to ensure people are fully equipped to meet them</p> <p>Looking beyond the immediate issues and placing them within the context of the Centre's strategic direction</p> <p>Promoting and nurturing joined-up decision-making – ensures key people are communicating and aligning their efforts</p>

Be Innovative

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Seeking opportunities to contribute to the continual improvement of self, team, and others</p> <p>Seeking to understand what 'being better' looks like</p> <p>Taking opportunities to explain to others what 'being better' looks like</p> <p>Exploring a variety of options in order to effectively solve problems and make reasoned decisions</p> <p>Anticipating the impact that decisions will have on others and taking this into account when communicating and implementing solutions</p> <p>Taking and acknowledging responsibility for own decisions and the consequences of these decisions</p> <p>Adapting good ideas to deliver improvement</p> <p>Dealing with the 'unexpected' and adapting readily to change</p>	<p>Questioning and researching to understand our customers' needs</p> <p>Actively supporting others to develop understanding and/or skills</p> <p>Coaching others to improve performance</p> <p>Seeking ways to solve problems and taking action accordingly</p> <p>Identifying and challenging organisational limitations – what is and is not possible at certain times or in certain positions</p> <p>Acknowledging the differing needs and priorities of individuals and takes this into account, modifying approaches accordingly</p> <p>Taking technical or complex information and turning it into clear oral or written communications</p> <p>Producing communications that are focussed tailored and easily understood by the intended audience</p>	<p>Establishing ways of measuring and benchmarking performance</p> <p>Shaping communications to encourage positive emotions and demonstrate support</p> <p>Identifying and driving changes to encourage positive emotions and supporting others to acquire the skills needed for the future</p> <p>Supporting others to assess their development needs to achieve their potential</p> <p>Looking for and taking opportunities to coach and mentor others</p> <p>Encouraging, promoting and supporting new ideas and Acting decisively in a crisis</p> <p>Recognising and taking a constructive approach to resolving conflicting priorities and agendas</p> <p>Communicating challenging and contentious messages with openness and showing an understanding of the consequences</p>	<p>Ensuring sharing of all relevant information across the Centre</p> <p>Simplifying a complex or ambiguous change agenda to provide a clear and compelling vision that others are able to buy into and act upon</p> <p>Creating and promoting a culture and environment in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success</p> <p>Seeking to identify new ways of thinking and bold ideas to respond to opportunities that lie ahead</p> <p>Challenging and acting to change existing structures when they prevent corporate working</p> <p>Taking responsibility for developing skills and attitudes that promote the effective use of resources</p> <p>Encouraging a creative culture, where people look for novel or adapted ways to deliver excellent results more efficiently</p>	<p>Using rigorous methods to test, review and enhance the customer experience</p> <p>Ensuring that performance is focused on continually improving outcomes for customers</p> <p>Building positive relationships with others in challenging and complex circumstances</p> <p>Giving strategic direction to senior colleagues about where to invest, to disinvest and to save: clarifies the big picture context</p> <p>Demonstrating commercial/acumen; fully understanding the financial and other factors of potential projects</p> <p>Encouraging and supporting efforts to attract new or increased income streams</p> <p>Understanding and making sense of the local, regional and national political agendas</p> <p>Ensuring organisational practices are transparent</p>

Be Collaborative

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Being consistent and fair in dealings with others</p> <p>Being polite, helpful and considerate</p> <p>Engaging relevant colleagues to help deliver to meet customer needs</p> <p>Sharing of all relevant information with others</p> <p>Being flexible and open to changes</p> <p>Encouraging others to take a positive attitude to change.</p> <p>Positively challenging ways of working that are wasteful or inefficient</p> <p>Ensuring own and others' knowledge and understanding of relevant rules, regulations and policies</p> <p>Actively participating as member of a team</p> <p>Proactively sharing information and ideas openly</p>	<p>Advising and proactively making suggestions and recommendations to meet customer needs, issues and priorities</p> <p>Ensuring own and others' outputs meets requirements</p> <p>Identifying and communicating priorities</p> <p>Monitoring and checking own and others progress against requirements</p> <p>Supporting and encouraging others to deal with uncertainty, difficulty or change</p> <p>Being open, honest and fair in all dealings with others, even when it involves some personal risk</p> <p>Ensuring sharing of all relevant information by self and others</p> <p>Listening and questioning others to understand and take account of their feelings and emotions</p> <p>Encouraging others to</p>	<p>Monitoring self and others and taking action to ensure customer service meets high standards/improves</p> <p>Consulting and engaging with community and customer groups to identify "best" service</p> <p>Defining and communicating critical success factors for own and others' delivery</p> <p>Ensuring self and others respect the views and ideas of others</p> <p>Encouraging others to be fair, open and honest</p> <p>Challenging established practices where they are not consistent with fairness and openness</p> <p>Taking action to ensure "bad" practice is stopped</p> <p>Shaping the environment to ensure others feel positive and conflict is minimised</p> <p>Addressing and changing</p>	<p>Ensuring new initiatives have customers at their centre</p> <p>Establishing on-going systems to consult and engage with customers</p> <p>Promoting and ensuring working across service areas to improve customer care</p> <p>Challenging others across the organisation to improve service delivery</p> <p>Seeking, identifying and taking actions to overcome organisational barriers to deliver improved results</p> <p>Seeking to understand the source of negative emotions within and external to the Centre</p> <p>Seeking to ensure a resource pool to meet longer-term talent requirements</p> <p>Looking for patterns and connections to transform and improve</p> <p>Forming and maintaining</p>	<p>Understanding and guiding others towards early intervention, prevention and the elimination of demand caused by service failure</p> <p>Putting the customer at the centre of cross-portfolio working and external partnerships: seeks to achieve seamless, efficient and accessible service provision</p> <p>Engaging with internal and/or external partners at a strategic level to ensure that performance is optimised</p> <p>Identifying and resolving systemic or structural barriers to performance</p> <p>Establishing a culture of 'one team' achievement and a shared commitment to exceed targets</p> <p>Modelling consistently collaborative, supportive and respectful behaviour towards others</p> <p>Recognising when only radically different models of</p>

Supporting others to complete tasks	<p>consider the impact of their actions</p> <p>Identifying and building effective and collaborative working relationships to get things done</p> <p>Consulting with all relevant colleagues to ensure that own work integrates with other organisational activities and/or projects</p> <p>Acting to align all parties to a common purpose</p> <p>Guiding and encouraging others to adopt appropriate engagement and communication approaches</p>	<p>things when the behaviours of others is disruptive</p> <p>Consulting with people to identify ways to build bridges and to resolve conflict, promoting and encouraging team working</p> <p>Encouraging the development of others both inside and outside own area</p> <p>Enabling and supporting others to deal effectively with complex stakeholder and change requirements</p> <p>Constantly encouraging and driving self and others to look for improvements in methods, approaches and ways of working</p>	<p>relationships with key provincial and national institutions, bodies and individuals to protect and enhance the Centre's position</p> <p>Promoting and forming cross-functional teams to deliver results and improvement</p> <p>Using depth and breadth of contacts to build powerful alliances for wide and far reaching change</p> <p>Clearly articulating highly complex, strategic and conceptual information to others in a meaningful and relevant way</p> <p>Creating an environment and culture that encourages open, honest, timely and effective communication.</p>	<p>delivery will secure the desired outcomes</p> <p>Being creative and thinking without boundaries: challenging narrow views and deep-rooted resistance</p> <p>Exploiting the use of commercial partnerships and ventures, whilst effectively accounting for the risk factors</p>
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Be Accountable

Level 1	Level 2	Level 3	Level 4	Level 5
<p>Ensuring own knowledge and understanding of the relevant rules, regulations and policies</p> <p>Doing what we say we will do, keeping our promises</p> <p>Ensuring tasks are completed to high standard</p> <p>Focussing on the tasks at hand and seeing them through to completion</p> <p>Setting stretching standards for self and checking own progress</p> <p>Constantly driving towards better results by improving methods, approaches or ways for oneself</p> <p>Contributing to ensure efficient ways of working</p> <p>Monitoring and checking own progress against requirements</p> <p>Taking personal responsibility for identifying individual training needs</p> <p>Taking actions to deal with immediate obstacles</p>	<p>Taking personal responsibility for resolving complaints</p> <p>Monitoring own and others performance against standards</p> <p>Setting stretching objectives for self and others</p> <p>Ensuring the right resources and skills are available</p> <p>Being persistent and continuing to deliver when faced with tough circumstances, uncertainty, difficulty or change</p> <p>Acting in ways consistent with what we say</p> <p>Seeking to turn difficult situations around</p> <p>Dealing positively with disagreements and seeking consensus and “<i>common ground</i>”</p> <p>Helping others to understand the reasons for and the process of change</p>	<p>Encouraging and supporting others to deliver excellent customer service</p> <p>Identifying and developing ways of working, processes and structures to achieve continual improvements in customer service</p> <p>Committing required resources and time to deliver and improve results</p> <p>Taking and communicating a positive and realistic view</p> <p>Setting out and communicating the vision and the rationale for change in a way that meets the different audiences’ needs</p> <p>Identifying and communicating the steps to achieve the desired change</p> <p>Looking for ways to support and contribute to successful change, and not hiding behind precedent, process or hierarchy</p> <p>Proactively building and maintaining relationships that foster partnerships and</p>	<p>Making decisions and setting priorities on the basis of calculated costs, benefits and risks.</p> <p>Supporting and driving new performance improvement initiatives</p> <p>Challenging powerful individuals to behave in a way that models the organisational values</p> <p>Assessing the strengths and development areas of others, aligning their strengths to the demands and requests made of them</p> <p>Identifying and taking action to pre-empt situations where strong, unhelpful emotions will be aroused.</p> <p>Promoting and encouraging staff development across the organisation over the short and long term</p> <p>Developing potential and helping others to develop competencies and skills that equip them for leadership roles</p>	<p>Taking necessary actions and making hard choices to ensure results are delivered</p> <p>As a visible leader, modelling and promoting the council’s values in all activities and interactions</p> <p>Retaining the highest standards of honesty, integrity and respect during periods of significant pressure and difficulties</p> <p>Providing values-based leadership and identifying individual and team performance gaps across the Centre</p> <p>Taking a visible and proactive role to development high-quality leadership and management skills across the organisation</p> <p>Demonstrating consistent drive, resilience and agility during challenging periods of change</p> <p>Taking action to quickly translate initial ideas into tangible results when speed of execution is essential</p>

		<p>corporate working</p> <p>Accepting accountability for decisions and their consequences when delegated to others</p> <p>Anticipating and assessing short and medium term risks</p>	<p>Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change</p> <p>Promoting and ensuring a culture in which equality and diversity is valued through fair and just service delivery and employment</p> <p>Advocating and championing equality and diversity within the organisation</p> <p>Providing higher-level guidance and advice to managers regarding the efficient deployment of resources</p> <p>Deputising for the relevant Director and providing robust guidance in his/her absence</p>	<p>Identifying when '<i>good ideas</i>' do not fit with the bigger picture or strategic intent</p> <p>Conveys the right messages in the right places to secure the desired outcomes</p> <p>Understanding the priorities of the Board and translating these into action in the Centre</p> <p>Being aware of political sensitivities, whilst retaining non-political objectivity</p>
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