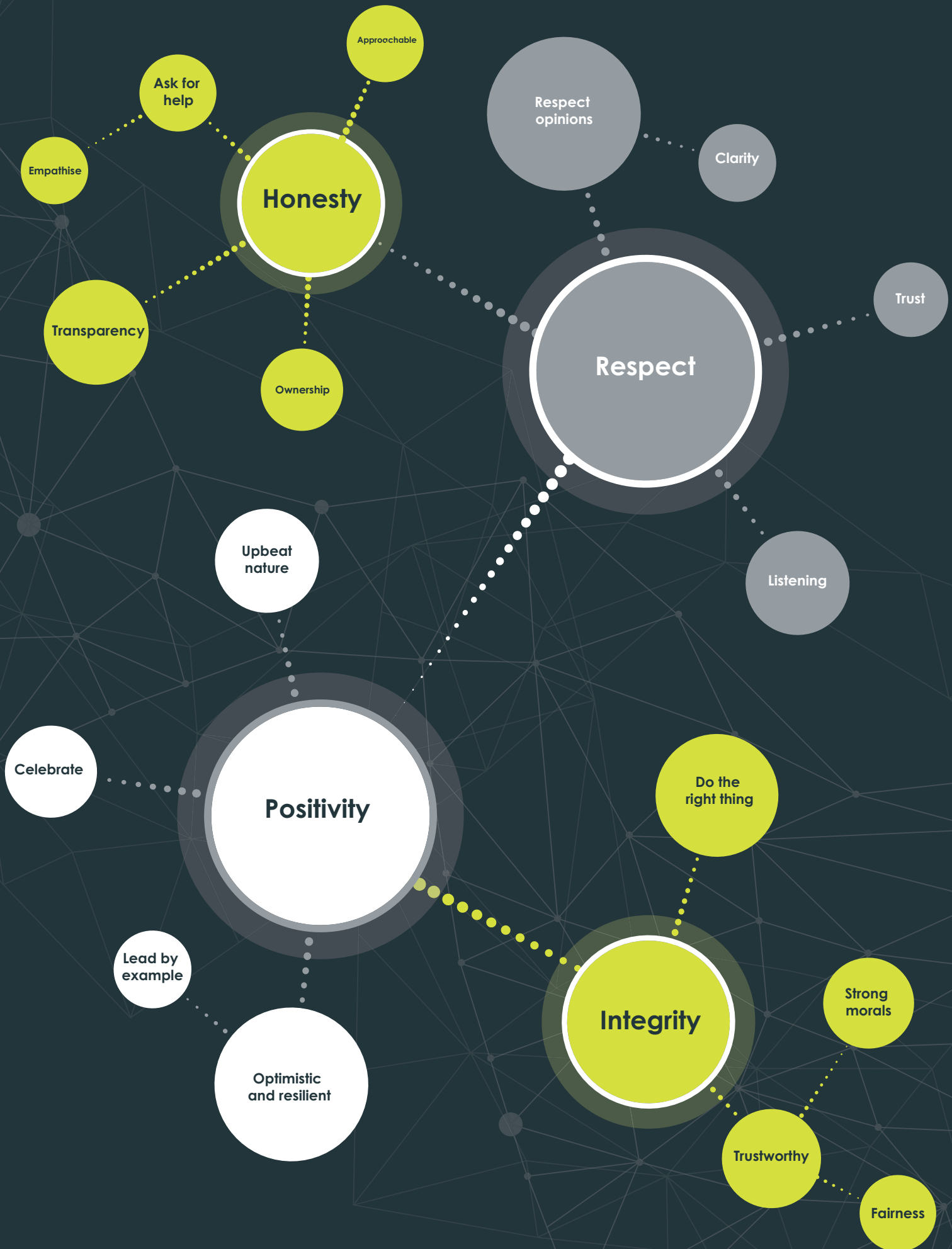


# Values and Behaviours



## Value - Honesty

### Leaders – What leadership behaviours underpin the value?

- Transparent, clear with messaging, sharing information.
- Constructive in their feedback
- Encouraging others to take ownership of their performance
- Demonstrating that challenge is healthy
- Courageous conversations are happening
- Create a "no blame" culture where mistakes are learning experiences
- Accepting of their own development areas
- Seeing asking for help when it's needed as a strength
- Reacting positively to feedback from others
- Taking ownership of improvements needed
- Being approachable and accessible to those around us
- Building high-trust relationships
- Empathising with people who need support
- Challenging the status-quo

### Colleagues – What behaviours underpin the value for colleagues?

- Accountable for their own performance
- Building high-trust relationships with leaders and peers
- Being approachable and accessible to those around us
- Communicates effectively, sharing information honestly
- Accepting of their own development areas
- Demonstrating that challenge is healthy
- Creating a culture where people are encouraged to voice their opinions
- Constructive and respectful in giving feedback
- Seeking help when needed, seeing this as a strength
- Challenging the status-quo

### Contra-indicators – What behaviours contradict or go against the value?

- Not sharing information that effects performance
- Sharing inaccurate information or missing key information out
- Covering up for others
- Blaming others for underperformance
- Pacifying others and not getting to the full picture
- Taking part in gossip and talking maliciously about others
- Allowing personal feelings and emotions to distort judgement
- Ignoring support and expertise others can offer
- Refusing to put their own feelings aside for team gain
- Avoiding interacting and collaborating with others
- Putting self before others

## Value - Respect

### Leaders – What leadership behaviours underpin the value?

- Showing inclusivity and allowing other to have a voice
- Having clarity of message received and using correct tone when communicating
- Be inspirational, visible and approachable
- Don't be afraid of difficult conversations, embrace these opportunities
- Be proactive in having honest conversations
- Being clear in what matters to the company
- Listening to your staff and giving the time to explain and find the solution to the problem
- Treat others as you wish to be treated yourself
- Trust in your staff and provide them with the inspiration to achieve, push them not pull them
- Transparency no hidden agenda
- Respecting other people's opinions

### Colleagues – What behaviours underpin the value for colleagues?

- Respecting decisions made
- Being respectful of all individuals
- Respecting that we are all different but each person brings their own value of worth to the team
- Respect others thoughts and beliefs but don't be afraid to challenge those negative conversations
- Share your knowledge to empower others
- Engage in adaptability and be open to change
- Embrace constructive feedback but don't be afraid to challenge
- Remain constructive and impartial whatever the situation
- Ensure you are transparent with your communication to others
- Demonstrate empathy for others
- Listen

### Contra-indicators – What behaviours contradict or go against the value?

- Continually undermining decisions by others
- Paying lip service to changes and development
- Over promising and under delivering
- Idle gossip
- Content of emails, sharp short, words in BOLD and exclamation marks
- Don't let personal judgements negatively impact your opinions
- Negativity

## Value - Positivity

### Leaders – What leadership behaviours underpin the value?

- Congratulate and celebrate the outstanding work by others
- Adopts a no blame culture
- Encourages an environment of solution-based decisions
- Identify opportunities to create over achievement
- Upbeat nature, even when things are going badly the team look up to you for guidance
- Every negative has a positive, making the best out of the situation
- Being optimistic and resilient
- Leading by example
- Being visible during challenging times
- Communicating with honesty and transparency
- Recognising and developing future leaders

### Colleagues – What behaviours underpin the value for colleagues?

- Having a positive outlook, with a can-do attitude
- Adopt a no blame culture
- Meet a challenge with a solution
- Take ownership of your personal development
- Accepting mistakes and learning from them
- Embracing change and being adaptable
- Have faith in your own competencies
- Using a professional attitude when dealing with stakeholders
- Supportive of others
- Taking ownership of your responsibilities

### Contra-indicators – What behaviours contradict or go against the value?

- Encourages a blame culture
- Takes no responsibility or accountability
- Having a negative outlook
- Putting others down
- Denial of underperforming
- Not open to change
- Behaving in an unprofessional way with colleagues and/or stakeholders
- Displaying a disengaging behaviour

## Value - Integrity

### Leaders – What leadership behaviours underpin the value?

- Demonstrating honesty
- Putting the wellbeing of others first
- Doing the right thing – even when no one is watching
- Consistently behaving in a trustworthy manner
- Equality, diversity, inclusion and fairness
- Think about how your words and actions can be perceived
- Being accountable
- Willingness to make sacrifices for the collective benefit of the team
- Keep your commitment and deliver on your promises
- Being honest and fair, acting with transparency
- Display strong moral, ethical principles and instil those in others
- Display standards of respectability and decency to others

### Colleagues – What behaviours underpin the value for colleagues?

- Honesty and respect for others
- Consideration for others
- Believe in your own convictions and believe in your own judgement
- Empathy
- Doing the right thing – even when no one is watching
- Being accountable to others
- Being dependable
- Delivering on your promises
- Equality, diversity, inclusion and fairness
- Being gracious to others

### Contra-indicators – What behaviours contradict or go against the value?

- Behaving dishonestly
- Showing disrespect for others
- Not being a team player
- Unreliability
- Deceitful
- Not taking account of your mistakes and putting them right
- Passing the buck
- Acting in an unethical and immoral manner
- Do as I say not as I do attitude