

INGREDIENTS *for* SUCCESS Values-Based Behaviours

EMPOWERING	As a team member you...	As a specialist/ supervisor you...	As a line manager you...	As a senior leader you...
<p>Empowering through</p> <p>DEVELOPMENT</p>	<p>T1 Seek out opportunities to learn more, get feedback and broaden your experience</p> <p>T2 Readily share your own know-how and skills with those less experienced</p>	<p>S1 Share specialist know-how and broaden others' experience and skills, offering training and guidance</p> <p>S2 Help other to explore options in new situations, and so develop their own ideas and approaches</p>	<p>M1 Allow space for experimentation and risk taking, treating mistakes as learning opportunities</p> <p>M2 Identify the level of support and stretch individual's need to develop confidence and capability</p>	<p>L1 Inspire others to take chances, do more and be more, bringing out the best in people</p> <p>L2 Identify future organisational requirements, matching these with individual's aspirations and potential</p>
<p>Empowering through</p> <p>PROBLEM SOLVING AND DECISION MAKING</p>	<p>T3 Take ownership of problems, using initiative to make decisions that move things forward</p> <p>T4 Research facts and interpret policies and principles to resolve problem situations</p>	<p>S3 Give others the information and time they need to resolve problems in their own way, respecting their decisions</p> <p>S4 Develop new approaches to problems, taking timely decisions or making recommendations that reflect considered analysis of options</p>	<p>M3 Support people in their decision-making while holding them to account for timely implementation</p> <p>M4 Engage others in resolving the more complex, broader problems that occur, building self-sufficiency</p>	<p>L3 Enable decisions to be made at the right level, removing complexity or red tape</p> <p>L4 Provide the strategic context as a framework for empowered problem solving</p>
<p>Being inclusive through</p> <p>CUSTOMER AND STAKEHOLDER SERVICE</p>	<p>T5 Make sure the customer knows they're important, finding ways to add value</p> <p>T6 Identify ways to improve the quality or efficiency of your own service</p>	<p>S5 Build dialogue and mutual understanding with stakeholders/ customers</p> <p>S6 Investigate and implement improvements to the service offered or standards achieved</p>	<p>M5 Network and engage with the customer/stakeholders to build your understanding of their wider and long term needs</p> <p>M6 Help colleagues to understand the perspective and context of customers/ stakeholders and so enhance the service provided</p>	<p>L5 Make time to explore trends, new ideas and developments to improve stakeholders' experience of the Union</p> <p>L6 Scope new ways of working to improve the relationship/service for stakeholders and partners</p>
<p>Being inclusive Through</p> <p>TEAM WORK WITH COLLEAGUES</p>	<p>T7 Work flexibly and cooperatively to support colleagues and contacts, actively contributing to a pleasant work environment</p> <p>T8 Build positive working relationships with others, respecting difference</p>	<p>S7 Facilitate and build relationships with others outside the team, engaging others and helping to get things done</p> <p>S8 Create a harmonious working environment, addressing any interpersonal issues promptly and fairly</p>	<p>M7 Draw on the skills, aptitudes, experience and interests of team members, showing people they are valued</p> <p>M8 Make space for different professional working styles, ensuring everyone has a sense of belonging</p>	<p>L7 Act as a role model for team work with internal and external stakeholders at a leadership level</p> <p>L8 Manage group and organisational dynamics to ensure everyone can contribute to their best</p>
<p>Collaborating through</p> <p>OPEN COMMUNICATION</p>	<p>T9 Identify information of relevance to others and ensure they are kept informed</p> <p>T10 Give feedback that is respectful, constructive and open, whilst showing respect for different perspectives</p>	<p>S9 Tailor communication to the audience, context and agenda to help others fully engage in discussion</p> <p>S10 Provide regular, timely recognition and feedback</p>	<p>M9 Ask questions, listen, draw out and discuss the broad range of issues, proposals and suggestions, building shared understanding and trust</p> <p>M10 Seek and provide feedback, ensuring open communication up, down and across the organisation and with stakeholders</p>	<p>L9 Demonstrate and encourage truly open communication and dialogue at all levels</p> <p>L10 Ensure issues are addressed and timely action is taken at an organisational &/or Individual level in response to feedback</p>
<p>Collaborating through</p> <p>SHARED GOALS</p>	<p>T11 Organise your time and workload, focusing effort on the priorities and doing what you say you'll do</p> <p>T12 Meet agreed standards and deadlines, so enabling others to do their part</p>	<p>S11 Plan and communicate own and/ or others' contribution to the overall goals, agreeing clear targets and objectives</p> <p>S12 Handle unexpected events, helping others to reprioritise or adapt plans</p>	<p>M11 Identifies how best to deliver operational requirements and targets using the skills of team members to full effect</p> <p>M12 Coordinate a range of people and resources, clarifying conflicting priorities and reallocating resources when circumstances change</p>	<p>L11 Clarify the overall goals and vision for the future, providing direction to enable integrated operational planning</p> <p>L12 Manage the balance of skills and resources within and across teams to ensure achievement of strategic goals</p>