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| **Behaviour** | **Descriptor** | **Examples of Positive Behaviours** | **Examples of Negative Behaviours** |
| Focusing on Service Users & Customers | We put our service users and customers at the centre of everything we do. Customers may be members of the public or colleagues that we provide support services to | * *Actively listens to service users and customer needs, responding positively with available options*
 | * *Ignores service user and customer needs and does not consider available options when providing the service*
 |
| * *Delivers on promises and commitments made*
 | * *Takes little or no responsibility for own actions*
 |
| * *Chooses effective locations and times to work, responding flexibly to customer needs*
 | * *Works inflexibly, providing the service in a way that is convenient for the organisation and not the most effective location and time for the customer*
 |
| * *Know your customers and localities and view their capabilities and resources as an asset to improve and transform services*
 | * *Lacks awareness of service users and of customer and localities, disregards their capabilities and resources and sees involvement as an additional burden*
 |
| * *Helpful and polite, treats people as individuals, fairly and with respect*
 | * *Unhelpful and insensitive to individual needs, and treats people unfairly*
 |
| * *Goes the extra mile, owns a problem, and is keen to volunteer for new tasks*
 | * *Walks past a problem, shows little interest in additional tasks*
 |
| Taking Responsibility | Everyone will take responsibility for:* Delivering the Service
* Improving the Service
* Inspiring others to improve the Service

Being conscious of quality and cost | * *Owns and understands your own role seeking out how this fits within your team and Northdale as a whole*
 | * *Takes little or no responsibility for your own role and fails to seek out how this fits into the bigger picture*
 |
| * *Being positive about work and motivated to do your best*
 | * *Being negative and unenthusiastic about work*
 |
| * *Supports and helps colleagues to do a good job*
 | * *Shows little or no interest in helping colleagues, displaying a “not my problem” attitude*
 |
| * *Considers alternative solutions, using Northdale resources responsibly and effectively*
 | * *Gives little consideration to alternative solutions and can be impulsive and wasteful with the use of Northdale resources*
 |
| * *Positive and open to challenging circumstances and change*
 | * *Avoids or is closed to challenge and reacts negatively to change*
 |
| * *Actively develops your own knowledge and skills, managing your own personal development*
 | * *Shows little or no interest in developing or growing yourself*
 |
| Working Together | We recognise we are one team Northdale We will work flexibly and cooperatively with each other and our partners, to get the best possible results | * *Welcomes and gets to know partners and colleagues, building relationships*
 | * *Does not welcome partners and colleagues and is unresponsive to relationship building*
 |
| * *Shares ideas, resources and information effectively*
 | * *Only focusses on your own work, fails to share ideas, resources and information*
 |
| * *Takes advantage of new technology to work in an agile/responsive way, encouraging others to do the same*
 | * *Works in old and ineffective ways and does not set a good example*
 |
| * *Works together with others towards shared aims and solutions, with a performance and outcomes focus*
 | * *Works in isolation, is closed minded, and reluctant to consider there could be a better way of doing things*
 |
| * *Recognises and understands how your work impacts on others*
 | * *Fails to consider how your work could affect others*
 |
| * *Keep others informed of progress*
 | * *Overlooks keeping others updated*
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| **Behaviour** | **Descriptor** | **Examples of Positive Behaviours** | **Examples of Negative Behaviours** |
| Acting with Integrity | We do what we say we will do. We trust individuals to get on with their job, respecting differences, and listening to others for understanding | * *Clear about your own responsibilities and accountable for your actions, doing what you said you would do*
 | * *Takes no ownership of your own responsibilities and actions, seeing the delivery of commitments as optional*
 |
| * *Communicates in an open, honest, clear and concise way*
 | * *Communicates in an ambiguous and unclear way and avoids difficult issues*
 |
| * *Actively listens to different points of view, involves others and considers feedback before making decisions*
 | * *Talks over and interrupts others, disregarding their opinion. Ignores feedback, only looking at things in a limited or one sided way*
 |
| * *Owns up to mistakes and gives credit where it is due*
 | * *Blames others for mistakes and takes credit for others’ ideas*
 |
| * *Respectful, professional, empowers and trusts others*
 | * *Discourteous, unprofessional, domineering, doubts others*
 |
| * *Understands the impact of your own behaviour on others*
 | * *Unaware of how behaviour impacts on others*
 |
|  Building a culture of continuous improvement and innovation | We seek to continually improve and therefore welcome new ideas, taking planned risks to inspire creative and effective solutions, learning from both our successes and failures | * *Encourages creativity and acts upon new ideas and suggested improvements*
 | * *Controlling and dismissive of new ideas or suggested improvements*
 |
| * *Recognises and manages risks, promoting a culture where people learn*
 | * *Opposes and avoids any risk, stifles creativity and innovation*
 |
| * *Continually challenges current practice and puts forward ideas for improvement in a considered way*
 | * *Resistant to change, accepts current way of doing things without question*
 |
| * *Curious, can do attitude and enjoys trying new things*
 | * *Uninterested and reluctant to try new things*
 |
| * *Recognises, celebrates and shares both small and large scale successes*
 | * *Shows no interest or is cynical about new ideas*
 |
| * *Builds on successes, reflecting on lessons learnt from your own and others’ mistakes*
 | * *Fails to assess or learn from previous practice*
 |
| Leading by example | Our leadership principles are:* Being Visible
* Know the business
* Drives performance
* Inspires others
* Professionally credible
 | * *Visible and approachable, building constructive relationships with your team and others*
 | * *Unapproachable, defensive, and invisible to others, showing little interest in individuals and building relationships*
 |
| * *Explains the vision and translates future challenges into plans, giving clear direction and helping others adapt to change*
 | * *Fails to give clear direction, leaving the team to work out their own version of events and response to change*
 |
| * *Is business minded and commercially aware, effectively managing resources*
 | * *Lacks business and commercial awareness and is ineffective in managing resources*
 |
| * *Keeps up to date with developments in the service, locality, sector*, and *profession, benchmarking wider business trends and influences*
 | * *Does not keep up to date or develop self*
 |
| * *Holds and deals with difficult conversations, addressing issues and solving problems*
 | * *Avoids or dismisses difficult conversations, ignoring issues and problems*
 |
| * *Coaches and steers, inspiring others to develop and perform to their full potential*
 | * *Uninspiring and disengaged, failing to encourage development or innovation*
 |
| * *Encourages challenge as a way of learning and improving, giving space for others to lead*
 | * *Does not create space for others to lead and thinks that the boss is always right*
 |
| * *Involves others in the decision making process*
 | * *Makes decisions without involving others*
 |
| * *Practices what you preach, being aware of your own style and impact, modelling the behaviours you want to see in others*
 | * *Lacks self-awareness of impact on others and displays inappropriate behaviours*
 |