

Integrity

Behaviour

- Show respect to colleagues
- Build personal relationships and facilitate team success
- Actively listening to others
- Always assume a positive intent when interacting with others
- Proactively contribute to the work of the whole team
- Share information in a timely manner to aid team development

What it is

- Expressing thoughts in writing and verbally in an effective and timely way
- Showing respect for and valuing others, their approaches and ideas
- Known for spotting and recognising great things in others every day
- Inviting open feedback with all colleagues
- Considering the effect of your actions on others

What it isn't

- Dumping and/or waiting to give feedback to others in set meeting rather than in the moment
- Being happy to give but not receive feedback
- Running teams autocratically
- Micromanagement
- Managing activity without understanding individual values or team dynamics
- Dismissive of others views actions and feelings

Initiative

Behaviour

- Use judgement to anticipate issues before they arise
- Suggest ideas for improvement
- Always seek to simplify processes and procedures
- Delegates appropriately to others
- Be creative in your thinking

What it is

- Having the courage to take risks and learn from mistakes
- Deal with people and issues directly and openly to achieve positive results
- Promote and implement creative and innovative ideas and solutions
- Recovers quickly from a set back and finds alternative solutions
- Helps others adapt to change

What it isn't

- Waiting to be asked when seeing a problem
- Always looking "up" for decisions to be made
- Ignoring issues, hoping they will just go away
- Settling for second best

Motivation and Attitude to work



Behaviour

- Take pride in your work
- Have a positive “can do” attitude
- Constructively address concerns and make improvements
- Put the patient, and your team performance at the heart of what you do

What it is

- Makes everyone feel valued and appreciated
- Display commitment to business goals
- Persevere and remain positive to achieve results and celebrate when we do
- Working collaboratively with all CARE colleagues to achieve the best results

What it isn't

- Finding problems rather than presenting solutions
- Not committed to business goals, instead promoting individual or team agendas

High Performance

1/2

HIGH

LOW



Performance

Behaviour

- Strive for quality, accuracy and optimum volume of work
- Ability to react quickly and take action
- Achieve results
- Challenging yourself and others

What it is

- Setting and sharing the highest personal performance standards
- Making big requests of yourself and your team
- Energising colleagues around shared values and priorities
- Encourages, accepts and responds positively to feedback

What it isn't

- Performing within your comfort zone
- Ignoring opportunities to deliver in new ways
- Hiding failures
- Sharing negative feelings without offering solutions
- Responding negatively to feedback given with good intent

Flexibility and Accountability



Behaviour

- Willingness to adapt to workload demands
- Adjust to circumstances and think creatively
- Focus on finding solutions and achieving results
- Maintains composure in challenging circumstances

What it is

- Taking accountability rather than looking to others
- Able to call out things that don't work or are poor, in a way that encourages improvement
- Take personal responsibility for actions and results
- Always involve others in decisions and plans that affect them
- Be open minded to and embrace change

What it isn't

- Maintaining the status quo where obvious improvements could be made
- Sharing frustrations in private, not taking action in public

Continuous Improvement

Behaviour

- Be open to personal change
- Have a growth mind-set
- Seek and provide honest feedback
- Promote a positive, energising and fun environment
- Value, promote and protect the CARE brand and reputation.

What it is

- Demanding and supporting open feedback from colleagues, peers and managers
- Taking action to continuously improve
- A belief that everyone can improve and develop.
- Learn from mistakes and successes in equal measure
- Take personal responsibility for your own performance and development plan

What it isn't

- Avoiding opportunities for feedback
- Failing to act on feedback shared.
- Having the same development issues after 6 months
(ie not facing into issues)

Managing Performance

Behaviour

- Develop staff
- Maximise engagement and performance
- Have regular performance conversations giving and receiving feedback
- Address performance issues as they arise

What it is

- Spending >30% of your time leading directing and coaching your people
- Being accessible and approachable
- Committing time and energy to achieving others objectives and encouraging this in others
- Developing all staff in their current role and for the future
- Known as a leader who grows others
- Clear and stretching performance and development plans for all individuals and team

What it isn't

- Performance objectives that relate only to your own agenda
- Cursory attention and time to critical people discussions
- Giving the bare minimum in terms of time and attention to team members
- Inaccessible and unapproachable
- Prioritising admin and process over time spent leading your team
- Does not develop staff and colleagues – protective of talent rather than allowing talented individuals to move on and progress their own careers

Task Management



Behaviour

- Set priorities for yourself and your team and take initiative
- Maximise team efficiency
- Understand and promote the business aims
- Achieve results that have a positive impact on the organisation
- Lead by example

What it is

- Signal the move from debate to action agreeing key actions and focusing all energy to achieve these
- Understand and agree team values
- Establish authentic and effective working relationships with all staff across the organisation

What it isn't

- Prolonging debate without agreement to action
- Allowing decisions to be revisited rather than acting then reviewing
- Simply giving information without communicating the aims, goals and business intentions to help people engage
- Cascade of objectives without engagement