

Taking Ownership



Good

- You challenge the status quo and champion the need for continuous improvement.
- You work collaboratively with colleagues to find solutions and form action plans.
- You take pride in your work and aim to deliver quality results.
- You take ownership of the customer and remain their case owner throughout the process until the end.
- You seek feedback to learn and improve your performance.

Excelling

- You look at every option rather than the just easy option and are prepared to take informed risks to deliver the best possible outcomes.
- You influence others to find solutions and collaborate with other teams to resolve issues.
- You stand by difficult decisions, openly acknowledge errors and create a safe environment for others to do the same.
- You adopt a resilient outlook when mistakes occur and use them as an opportunity for learning.

Committed and Supportive



Good

- You understand and promote the vision and objectives of the Council.
- You actively listen to the needs of customers and colleagues, responding efficiently and effectively.
- You are open and honest and treat everyone with respect, being sensitive towards the feelings and opinions of others.
- You work collaboratively with your colleagues across teams, sharing knowledge to achieve the best results.
- You enable and encourage customers to do more for themselves and support those most in need.

Excelling

- You champion the Council's vision and take pride in what you, the team and the Council are doing to achieve these goals.
- You are committed to going the extra mile to deliver more than is expected for customers and colleagues.
- You promote and create a culture that supports and encourages self-development to achieve best possible results.
- You proactively encourage an environment that promotes equality and fairness for all.
- You recognise talent within your colleagues and help encourage or develop them.

Creative and Curious

**Always
learning**

**Focus on
creative
solutions,
making the
most of what
we have**

**Encourage
others
to think
differently**

Good

- You are a team player who seeks advice and feedback in order to learn and offers support to others to further their development.
- You seek to learn from a variety of sources and apply new ideas to improve ways of working.
- You tackle issues as they arise showing resilience, drawing on your own knowledge and experiences and/or those of your colleagues to achieve positive outcomes.
- You constructively challenge your colleagues and give feedback where appropriate.
- You proactively manage your self-development to widen your skillset and knowledge base in order to progress.
- You apply feedback you receive by adapting your working style and methods.
- You seek to learn from a variety of sources and apply new ideas to enrich ways of working.

Excelling

- You actively create relationships across the organisation and externally, through which you collaboratively share knowledge to create opportunities that are beneficial for the Council.
- You anticipate potential obstacles, finding creative solutions using all resources available to achieve positive outcomes.
- You view problems as opportunities for self-growth, are ideas-orientated and use these ideas to further the work of yourself, your team, and the Council.
- You are able to anticipate change and develop yourself to meet the new challenges.

Positive and Flexible

Working with passion, energy and enthusiasm

Adaptable to change

Being clear about what and why we do things

Good

- You are confident, professional and self-motivated, able to work effectively alone or as part of a team.
- You are able to assess the needs of your colleagues and customers to deliver the best solution possible.
- You actively listen to your colleagues' opinions, embracing new ideas and exploring new ways of working.
- You are aware of how your role contributes to the vision of the Council.
- You respond effectively to changes in priority and adapt accordingly to achieve positive outcomes.

Excelling

- You work with ambition, energy and enthusiasm and inspire this behaviour in your colleagues.
- You are able to assess the needs of your colleagues and customers, exceeding their expectations to deliver the best solution possible.
- You proactively encourage your colleagues to share their opinions, embracing new ideas and exploring new ways of working.
- You are a champion of the Council's vision and you are able to inspire your colleagues to incorporate this belief in their work.
- You anticipate and drive change, putting the customer first.

Setting Direction

Good

- You relish challenges and enjoy stretching yourself and others to deliver the best possible outcome.
- You maintain customer focus always in decision making and always link decisions back to the bigger picture.
- You act on behalf of the entire council, not just your team.
- You have strong business judgement and good instincts, and are trusted to make the right decisions even with limited information.
- You display entrepreneurship, innovation and perseverance and a strong belief you can deliver.

Excelling

- You set and communicate a bold direction and strategy in line with organisational vision that inspires results.
- You are adept at gaining support and commitment for ambitious change through influencing and engaging with internal and external stakeholders.
- You make the difficult decisions, even if they are unpopular, by assessing the viability of opportunities and effectively managing risk.
- You develop strategies drawing on corporate intelligence to drive continuous improvement.
- You give others clear direction and enable them to have a strong sense of ownership and responsibility.

Leading and Developing People

Good

- You recognise and develop talent and allow them to move through the organisation.
- You raise the bar for performance and hold others accountable for delivering results.
- You share personal insight to enable the development of others.
- You develop high performing teams, adapting the leadership style required for the individual and team to flourish.
- You are a capable influencer with ability to see issues from other points of view, negotiating well with others and building consensus for decisions.
- You enable a 'One Team' approach across the council and ensure others are not limited by organisational boundaries.
- You demonstrate humility to work collaboratively with staff and allow others to take the lead to develop their confidence and capability.
- You inspire a blame free culture, empowering others to drive continuous improvement.

Excelling

- You lead from the front and inspire others to be the best they can be to improve the delivery of service.
- You create a coaching culture with a focus on enabling personal and professional development.
- You expect and encourage innovation, clearing the obstacles in the way and rewarding success.
- You are the benchmark for humility and self-awareness, being the first to admit to mistakes and genuinely listening to the views of others.
- You are able to anticipate changes within relevant fields and develop talent to meet the new challenges.

Delivering Results

Good

- You take initiative and inspire action.
- You take ownership and lead transformational change initiatives.
- You understand how shifts in the local and national political environment impact services.
- You know the key influencers and how to involve them.
- You are resourceful, self-sufficient and inventive with the resources you have.
- You are connected to the details and remain accountable.

Excelling

- You focus on the longer-term delivery of improved services, with enduring benefits for customers.
- You create an outcomes and performance focussed team that consistently delivers high quality results.
- You understand the more detailed political context you operate in, networking effectively with key stakeholders and help others do the same.
- You anticipate and lead change activities to drive continuous improvement.