

WAYS ² SUCCESS

Dictionary of Behaviours

a great place to work...

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WAYS ² SUCCESS

Foreword

A message from the Chief Officer Group

Wouldn't it be great if we could capture that special '**something**' that makes the difference between good and really outstanding service for our customers and service users?

What if it was a part of every manager's job to create a climate in their team where that special '**something**' could flourish and grow?

This may sound like a tall order, but there are examples where it is already happening, and we want to embed it in every team right across KCC. The Chief Officer Group and elected members of KCC recognise that the only way we are going to offer outstanding service to the people of Kent is to have an outstanding workforce.

The challenges facing the council mean that we have to continuously strive for improvements in performance and look for new ways of achieving better services for our customers. More and more, this is focusing on the **way** we work. This doesn't mean that the traditional skills and competencies we are all familiar with are not important – far from it. The people of Kent have a right to expect that our people are skilled and competent to do their jobs, just as staff should expect their managers to be. We will continue to provide quality learning and development to ensure that all staff are well equipped to do their jobs.

In addition to this we have developed a set of behaviours known as  **WAYS 2 SUCCESS**

The W2S Dictionary has been developed with input from staff in all Directorates and at all levels in KCC, as well as from managers, elected members and Trade Unions. We consulted customers about what they think is most important. We found an encouraging degree of consistency about exactly what it was about our most outstanding people that made a difference to the way they perform at work.

We have tested the findings against our equality standards and benchmarked them against other organisations.

Peter Gilroy



Pete Raine



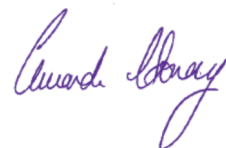
Graham Badman



Oliver Mills



Amanda Honey



Introduction

Ways 2 Success is the key personal behaviours that have emerged as critical for achieving outstanding performance in KCC.

It has been developed in close consultation with a range of people across the Council, including senior managers, staff at all levels and trade union representatives, as well as elected members and customers. It has been benchmarked against best practice in other organisations. It describes how our most successful people behave at work.

The things they have in common right across KCC are:

- **A focus on the customer**
- **Personal resourcefulness**
- **Relationship building**

And for managers:

- **Managing for success**

What are Behaviours?

These can be defined as:

“The specific **personal behaviours displayed by individuals who perform their job more successfully in more situations and more often.**

They focus on **how an individual does things rather than what they do.**

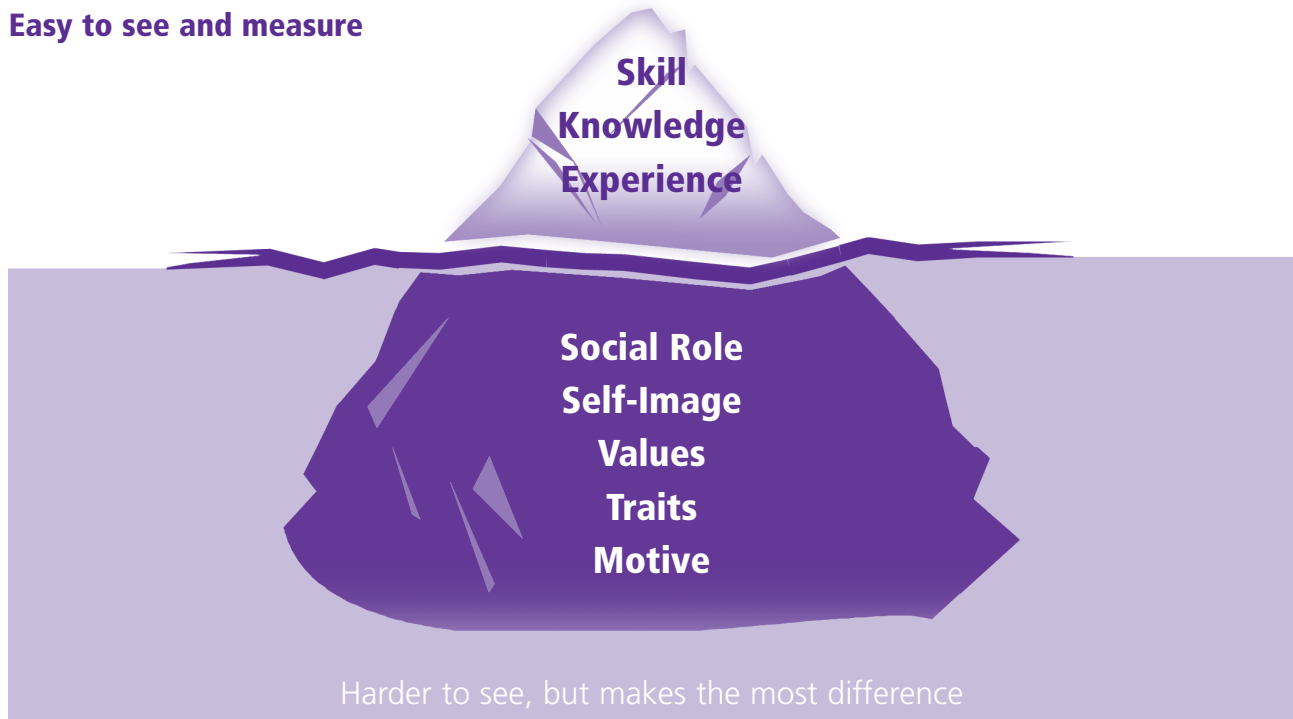
They are those factors which distinguish the best from the rest, those things that really make the difference.”

The way we behave is affected by a number of factors, which can be depicted as an iceberg in which those traditional and readily learned (and often quickly out of date) skills and “know-how” form the tip of the iceberg. Skills and “know-how” are often entry requirements to the role, but on their own, they rarely make the difference between good and outstanding performance.

It is those factors below the waterline that have most impact on our behaviour and differentiate performance. (See over).

The Iceberg Model

Easy to see and measure



How it looks

The behaviours within this document are grouped into 4 sets:

A Focus on the Customer – describes those behaviours that relate to how we work with both internal and external customers and service users to provide a customer focused service.

Personal Resourcefulness – describes those behaviours that relate to the inner strengths, which enhance our personal capacity to deliver an excellent service.

Relationship Building – describes those behaviours that relate to how we work with colleagues and partners. These are about the challenges of working creatively to deliver services in innovative ways.

Managing for Success – describes those behaviours that create a climate which fosters, encourages and enables staff to deliver excellent service, continuous improvement and customer care.

Each way is made up of:

- A title
- An overall definition
- Example of what the behaviours look like at different standards

Overview of Ways 2 Success

A Focus on the Customer

- Customer Orientation
- "Can do" Approach
- Continuous Improvement
- Communication & Customer Care

Personal Resourcefulness

- Self Confidence
- Respect for Others
- Initiative

Relationship Building

- Partnership Working
- Teamwork and Co-operation

Managing for Success

- Team Leadership & Vision
- Developing Others
- Developing Creative Thinking
- Managing Performance

A Focus on the Customer

Describes those behaviours that relate to how we work with both internal and external customers and service users to provide a customers focused services.

A Focus on the Customer

- Customer Orientation
- “Can do” Approach
- Continuous Improvement
- Communication & Customer Care

Customer Orientation

A passionate commitment to aligning services to what customers actually need, and raising the levels of satisfaction based on deep understanding of who our customers are, their needs, wants and perceptions.

Standards	Examples of Behaviour
<p>Understands immediate customer needs</p>	<ul style="list-style-type: none"> • Takes trouble to really understand what customer is asking for. • Displays an active commitment to the principles of the Council’s Customer Care Charter. • Takes responsibility for sharing information with people who might need to know.
<p>Deepens understanding of customer needs to improve service</p>	<ul style="list-style-type: none"> • Continually seeks better understanding of what customers need, their expectations and perceptions of the service, in order to improve outcome. • Use customer complaints as a tool to improve service delivery. • Takes personal responsibility to resolve problems promptly. • Seeks customer feedback to improve service. • Really listens to what customers are saying and attempts to resolve issues.
<p>Adds value through service improvement</p>	<ul style="list-style-type: none"> • Is persistent in efforts to improve customer service, even when facing obstacles. • Generates creative ideas to increasing customer satisfaction. • Continually takes customer views into service developments. • Takes actions that “go the extra mile” and exceed customer expectations.

Negative Examples

- Uses a "one solution fits all" approach
- Fails to see internal colleagues as customers
- Is unaware of customer reactions to the service
- Does not project a “can-do” approach in service delivery

Customer Orientation

A passionate commitment to aligning services to what customers actually need, and raising the levels of satisfaction based on deep understanding of who our customers are, their needs, wants and perceptions.

Standards	Examples of Behaviour
<p>Understands immediate customer needs</p>	
<p>Deepens understanding of customer needs to improve service</p>	
<p>Adds value through service improvement</p>	

"Can Do" Approach

Displays positive, flexible attitude. Adapts readily to changing circumstances and actively looks for ways to achieve desired outcomes and overcome problems.

Standards	Examples of Behaviour
<p>Responsive within job</p>	<ul style="list-style-type: none"> • Focuses on getting the best possible outcome for the customer, questioning existing "rules" or systems if necessary. • Adopts a positive "can do" attitude to problems, and is willing to ask for help when unsure. • Uses understanding of Council services to cross traditional boundaries to meet the needs of customers.
<p>Flexible beyond immediate job role</p>	<ul style="list-style-type: none"> • Explores new ideas or approaches. • Volunteers to do things that fall outside immediate job requirement. • Identifies need to be flexible and act without direction. Looks at the cause of the problem as well as its symptoms. • Changes ways of working to respond to new and different demands.
<p>Open minded and adaptable in order to provide a seamless service</p>	<ul style="list-style-type: none"> • Welcomes changes that will improve service delivery, encouraging others to do the same. • Works effectively both on one's own and within a group to implement new ideas. • Changes plans or approaches even in difficult situations for the benefit of the Council and customers. • Applies effective judgement and decision making skills in new situations.

Negative Examples

- "It's more than my job's worth!"
- "What's it got to do with me? It's not my job"
- Not being able to respond to new or different demands
- "We've never done that before" "We don't do it that way"
- Lets "professional preciousness" get in the way of service improvements

"Can Do" Approach

Displays positive, flexible attitude. Adapts readily to changing circumstances and actively looks for ways to achieve desired outcomes and overcome problems.

Standards	Examples of Behaviour
<p>Responsive within job</p>	
<p>Flexible beyond immediate job role</p>	
<p>Open minded and adaptable in order to provide a seamless service</p>	

Continuous Improvement

Being frustrated with the status quo, striving for continuous improvement in service delivery and customer care.

Standards	Examples of Behaviour
<p>Wants to do job well</p>	<ul style="list-style-type: none"> • Has a positive attitude, shows enthusiasm for achieving service improvements. • Conveys energy/enthusiasm for achieving their goals. • Stays focused on tasks and understands why achievement is important. • Sees issues through to delivery to the customer, whether it is a given task, a telephone enquiry, or a longer term goal.
<p>Creates own measures of excellence</p>	<ul style="list-style-type: none"> • Strives to achieve standards of performance and behaviour over and above the Council's minimum requirements. • Asks questions/seek information about why things are being done in order to do a better job; eg. for effective prioritisation. • Looks for better ways of doing things to improve service to customers. Questions poor service. • Achieves tangible outcomes for customers from what they do and moves on to the next goal.
<p>Takes action to improve performance</p>	<ul style="list-style-type: none"> • Spots trends (eg. in complaints) and uses them as an opportunity to make improvements for customers. • Sets specific goals to improve performance to exceed requirements for self and team. • Strives to achieve even when the odds are against them. • Tries out new ideas, even when there are risks, if able to. • Seeks out best practice and learns from others' experience.

Negative Examples

- Does the least needed to get by
- Accepts mediocrity
- Negative attitude to change
- Becomes demoralised when faced with obstacles

Continuous Improvement

Being frustrated with the status quo, striving for continuous improvement in service delivery and customer care.

Standards	Examples of Behaviour
<p>Wants to do job well</p>	
<p>Creates own measures of excellence</p>	
<p>Takes action to improve performance</p>	

Communication & Customer Care

Instils trust and confidence in our customers through treating them as we would wish to be treated ourselves.

Standards	Examples of Behaviour
<p>Communicates information in a way to meet immediate customer needs</p>	<ul style="list-style-type: none"> • Is friendly and approaches customers (internal and external) with confidence, respect and sensitivity. • Actively listens and asks questions to get required information. • Follows up customer enquiries, requests and complaints. Keep customers up to date on progress. • Takes the trouble to check that the information is complete and correct when communicating with customers.
<p>Displays genuine interest in customers and presents positive image of self and Council</p>	<ul style="list-style-type: none"> • Maintains ongoing communication with customer, clarifying and amending requirements as necessary. • Responds to complaints in a positive way. Avoids use of defensive language; apologises for mistakes. • Uses simple, straightforward language in correspondence and adapts communication style to suit internal and external customer needs.
<p>Adds value to the customer contact</p>	<ul style="list-style-type: none"> • Maintains ongoing communications and customer satisfaction feedback even after the service is delivered, to improve service. • Generates ideas about how KCC could improve communications and customer care.

Negative Examples

- Complains about unreasonable customer requirements
- Does not really listen to what customers want
- Appears unapproachable
- Passes people on from pillar to post
- Uses bureaucratic language and jargon

Communication & Customer Care

Instils trust and confidence in our customers through treating them as we would wish to be treated ourselves.

Standards	Examples of Behaviour
<p>Communicates information in a way to meet immediate customer needs</p>	
<p>Displays genuine interest in customers and presents positive image of self and Council</p>	
<p>Adds value to the customer contact</p>	

Personal Resourcefulness

Describes those behaviours that relate to these inner strengths, which enhance our personal capacity to deliver an excellent service.

Personal Resourcefulness

- Self Confidence
- Respect for Others
- Initiative

Self-Confidence

Instils confidence in others by displaying confidence in one's self.

Standards	Examples of Behaviour
<p>Acts confidently within job role</p>	<ul style="list-style-type: none"> • Works without needing direct supervision if applicable. • Makes appropriate decisions without asking others. • Appears personally confident, competent and helpful.
<p>Displays confidence in own ability</p>	<ul style="list-style-type: none"> • Responds confidently in a range of situations. • Uses personal expertise to deliver results. • Is assertive and expresses confidence in own judgement/abilities. • States views confidently without creating conflict/tension with colleagues.
<p>Takes on challenges</p>	<ul style="list-style-type: none"> • Uses personal judgement and takes risks within an appropriate context. • Volunteers/looks for and gets new responsibilities. • Actively seeks challenging projects and/or focuses on learning new skills. • Shows confidence in handling and managing conflict/uncertainty.

Negative Examples

- "I can't!" Loses control of situations
- Not trying anything new for fear of "getting it wrong"
- Displays inappropriate behaviour in difficult circumstances
- Needs much supervision

Self-Confidence

Instils confidence in others by displaying confidence in one's self.

Standards	Examples of Behaviour
Acts confidently within job role	
Displays confidence in own ability	
Takes on challenges	

Respect For Others

Displays a strongly held commitment to openness, honesty, inclusiveness and ethical standards. Recognises and values individual differences and treats people as they would wish to be treated themselves.

Standards	Examples of Behaviour
<p>Values Diversity</p>	<ul style="list-style-type: none"> • Recognises and appreciates individual differences. • Behaves consistently with KCC's Equal Opportunities policy. • Treats everyone with dignity and respect. • Shares information, thoughts and feelings. • Consistently behaves in an ethical manner.
<p>Walks the talk</p>	<ul style="list-style-type: none"> • Walks the talk, practices what they preach. • Uses values to guide everyday behaviour at work. • Values being part of KCC, not just own service. • Tackles difficult subjects in an appropriate way. • Shows empathy and is fair and consistent in the treatment of others.
<p>Demonstrates integrity</p>	<ul style="list-style-type: none"> • Admits to making a mistake. • Tells the truth, even when there is a personal cost associated with this. • Stands by council decisions that one may not fully agree with. • Questions inequality and poor or unethical practice.

Negative Examples

- Is disrespectful about colleagues and customers
- Demonstrates inconsistent behaviour, says one thing and does another
- Unreliable, dishonest, and does not admit to mistakes made
- Allows self interest to influence behaviour

Respect For Others

Displays a strongly held commitment to openness, honesty, inclusiveness and ethical standards. Recognises and values individual differences and treats people as they would wish to be treated themselves.

Standards	Examples of Behaviour
Values Diversity	
Walks the talk	
Demonstrates integrity	

Initiative

This is about being proactive and taking personal responsibility for actions, which improve the service now or in the future.

Standards	Examples of Behaviour
<p>Takes decisive action in the “here and now”</p>	<ul style="list-style-type: none"> • Says “I’ve finished this...what can I do now?” • Spots when others in the team need help and offers to assist. • Does not need to be reminded or told more than once. • Recognises what needs to be done and gets on with it. • Shows persistence to overcome obstacles. Does not give up easily when things do not go smoothly. • Takes personal responsibility to act in an urgent situation.
<p>Spots short-term opportunities and takes action</p>	<ul style="list-style-type: none"> • Makes suggestions or brings new ideas without them being asked for. • Creates opportunities or minimises potential problems by putting in extra effort. Goes the ‘extra mile’. • Recognises a potential weakness. Asks, “are we missing opportunities?” • Generates ideas and initiates action to improve customer service, including constructively questioning decisions that get in the way of this. • Thinks of ways to work cost-effectively while still delivering excellent service.
<p>Sees potential and takes action for longer term improvements</p>	<ul style="list-style-type: none"> • Takes an active interest in how the service could develop in the longer term (eg. by asking questions, reading literature, attending training/ conferences and generally keeping up to date). • Looks for ways to improve services in the longer term (1-3 years) by doing things like: <ul style="list-style-type: none"> • Taking active part in discussion • Looking for new ways to apply existing solutions or tools • Being prepared to take risks • Encouraging others to use initiative • Thinking “outside the box”.

Negative Examples

- Waits to be told what to do next
- Does not see things through – gets discouraged, loses interest
- Avoids decisions “I can’t do that – there isn’t a rule/a procedure”
- Waits to be asked to do new or difficult things
- Does not show enthusiasm, interest or passion in initiating action for customers

Initiative

This is about being proactive and taking personal responsibility for actions, which improve the service now or in the future.

Standards	Examples of Behaviour
Takes decisive action in the "here and now"	
Spots short-term opportunities and takes action	
Sees potential and takes action for longer term improvements	

Relationship Building

Describes those behaviours that relate to how we work with colleagues and partners. These are about the challenges of working creatively to deliver services in innovative ways.

Relationship Building

- Partnership Working
- Teamwork & Co-operation

Partnership Working

A willingness to work with others outside our traditional team and professional boundaries towards shared goals. The ability to build and maintain networks of contacts with people in order to work co-operatively. It implies adopting creative and innovative approaches and supporting others' initiatives as well as influencing others to support the Council's agenda.

Standards	Examples of Behaviour
<p>Builds rapport</p>	<ul style="list-style-type: none"> • Displays an understanding of the benefits of working with others to achieve excellent service. • Listens to others' views and opinions with an open mind. • Looks at things from other people's perspective. • Expresses own views clearly and persuasively.
<p>Works to build productive relationship</p>	<ul style="list-style-type: none"> • Builds common ground by highlighting areas of agreement. • Focuses effort by pointing out areas of disagreement. • Asks a variety of people for their opinions to get their views and commitment. • Uses different approaches and adjusts style when appropriate.
<p>Takes action to achieve win-win solutions</p>	<ul style="list-style-type: none"> • Actively works across organisational boundaries to improve service. • Encourages contributions and creativity from others. • Builds "behind the scenes" support for ideas (their own and others') • Convinces others of the value and benefits of joint approaches to developing new ideas and services. • Persists in finding a mutually beneficial solution, using creative and innovative approaches as needed.

Negative Examples

- Makes no effort to understand the needs of parties involved
- Waits for a 'reason' to contact people
- Is uncomfortable meeting new people/trying new approaches
- Has no understanding or desire to work with others

Partnership Working

A willingness to work with others outside our traditional team and professional boundaries towards shared goals. The ability to build and maintain networks of contacts with people in order to work co-operatively. It implies adopting creative and innovative approaches and supporting others' initiatives as well as influencing others to support the Council's agenda.

Standards	Examples of Behaviour
<p>Builds rapport</p>	
<p>Works to build productive relationship</p>	
<p>Takes action to achieve win-win solutions</p>	

Teamwork and Co-operation

The ability to work co-operatively with others as part of a team, as opposed to working separately or competitively. It includes recognising the validity of others' viewpoints.

Standards	Examples of Behaviour
<p>Co-operates</p>	<ul style="list-style-type: none"> • Responds positively to requests for information or help. • Shares information and keeps other team members up-to-date with what is going on. • Supports colleagues and recognises others' needs. • Takes a fair share of the work.
<p>Expresses positive feelings about the team</p>	<ul style="list-style-type: none"> • Adjusts behaviour according to the needs of others in the team. • Acknowledges that people are entitled to their opinions and they might differ from one's own. • Helps others who are overloaded and spots when this is needed in order to be supportive and to meet team goals. • Shows enthusiasm and willingness to bring something to the team – "how can we do this?"
<p>Helps to foster team effectiveness</p>	<ul style="list-style-type: none"> • Works for honest relationships "this is not right, how can we sort it out?" • Takes ownership of and responsibility for overall team goals. • Consciously modifies own behaviour to handle others' feelings. • Shows collective responsibility by identifying and discussing workable solutions to a problem rather than looking for difficulties. • Recognises others' contributions, "it was a team effort and all credit should go to the team".

Negative Examples

- Is only interested in doing "my bit"
- Blames others: "it's their fault"
- Keeps information to self - does not consider implications for others
- Only completes their part of a group task leaving others to struggle on

Teamwork and Co-operation

The ability to work co-operatively with others as part of a team, as opposed to working separately or competitively. It includes recognising the validity of others' viewpoints.

Standards	Examples of Behaviour
<p>Co-operates</p>	
<p>Expresses positive feelings about the team</p>	
<p>Helps to foster team effectiveness</p>	

Managing For Success

Describes those behaviours that create a climate which fosters, encourages and enables staff to deliver excellent service, continuous improvement and customer care.

Managing For Success

- Team Leadership & Vision
- Developing Others
- Developing Creative Thinking
- Managing Performance

Team Leadership and Vision

Leading, motivating and developing a group of people in a way which builds individual and team capacity to deliver quality services and continuous improvement. It includes improving team performance and effectiveness as well as communicating a compelling vision for the team and individuals within it.

Standards	Examples of Behaviour
<p>Communicates the vision and sets direction</p>	<ul style="list-style-type: none"> • Takes responsibility for directing, engaging and involving the team. • Works constantly to ensure team members understand how their contribution fits into overall vision. • Ensures that every team member has access to the information they need to do a good job. • Ensures that the purpose and importance of team roles are clear. • Explains the reasons for decisions.
<p>Creates the climate for effective working</p>	<ul style="list-style-type: none"> • Works constantly to create an open and honest culture in the team. • Uses varying strategies and management styles to promote team motivation and morale. • Seeks input of others in the decision making process to promote group effectiveness. • Values and uses individual differences and talents to achieve team goals. • Builds confidence by supporting people through difficult times, showing an interest and praising success.
<p>Positions self as leader and sets standards of behaviour</p>	<ul style="list-style-type: none"> • Acts as a role model by adopting personal standards of behaviour which support continuous improvement. • Challenges inappropriate behaviour. • Generates excitement, enthusiasm and commitment to KCC's vision. • Facilitates others to deliver a step change in performance.

Negative Examples

- Does not tackle poor performance
- Allows individuals to 'drift' and pursue own interest
- Allows conflict to build up without doing anything about it
- Gives in to unreasonable demands
- Does not take responsibility for being manager, acts only as a senior professional
- Blames people when things go wrong
- Gives no direction to team regarding targets to be achieved

Team Leadership and Vision

Leading, motivating and developing a group of people in a way which builds individual and team capacity to deliver quality services and continuous improvement. It includes improving team performance and effectiveness as well as communicating a compelling vision for the team and individuals within it.

Standards	Examples of Behaviour
Communicates the vision and sets direction	
Creates the climate for effective working	
Positions self as leader and sets standards of behaviour	

Developing Others

The genuine intent to foster and encourage the learning and development of oneself and others. It involves helping individuals or teams to maximise their potential by focusing on their long-term developments and being a model for this oneself.

Standards	Examples of Behaviour
<p>Demonstrates interest and provides basic assistance</p>	<ul style="list-style-type: none"> • Supports development by identifying needs and backs up with concrete actions. • Makes positive comments regarding people’s abilities and potential, with basic feedback on areas for development. • Gives help through on the job demonstrations as well as formal learning. • Supports and trains others in own area of expertise.
<p>Provides practical support</p>	<ul style="list-style-type: none"> • Delegates and supervises work with the intention of providing development opportunities and transferring skills. • Sets development targets and monitors performance against them. • Asks questions to check the individual understands how things work and why. • Supplements “how to” demonstrations with explanations in order to build a deeper understanding. • Shares tasks for the purpose of developing capability and confidence, reviewing performance to improve understanding of strengths and needs.
<p>Creates development opportunities</p>	<ul style="list-style-type: none"> • Coaches staff through difficult activities. • Spends time with an individual to reach their own solutions. • Acknowledges/praises where improvements have taken place and provides a positive climate for learning. • Gives specific and relevant feedback on impact of behaviour for development purposes.
<p>Provides challenging developmental environment</p>	<ul style="list-style-type: none"> • Helps others to recognise their strengths and weaknesses at deeper personal levels. • Challenges inappropriate behaviour giving tough feedback when necessary. • Acts as a mentor/coach to support personal development. • Establishes the root cause of performance issues and tackles them through ongoing development.

Negative Examples

- Does not provide objective feedback to others on their performance
- Sets targets but does not monitor individual performance against them
- Spends little or no time looking at the development needs of those in their teams
- Adopts a fixed view of an individual’s capability without exploring potential

Developing Others

The genuine intent to foster and encourage the learning and development of oneself and others. It involves helping individuals or teams to maximise their potential by focusing on their long-term developments and being a model for this oneself.

Standards	Examples of Behaviour
Demonstrates interest and provides basic assistance	
Provides practical support	
Creates development opportunities	
Provides challenging developmental environment	

Developing Creative Thinking

Insightful or innovative thinking based on an understanding of underlying principles. The ability to recognise patterns or to transfer thinking from one situation to another, leading to time and cost savings, as well as enhanced service delivery.

Standards	Examples of Behaviour
<p>Sees patterns and encourages a creative environment</p>	<ul style="list-style-type: none"> • Shares ideas with others and inputs into creative thinking sessions. • Adapts new thinking to the needs of a situation. • Thinks creatively about how to improve aspects of a service. • Encourages creativity in others. • Identifies patterns in successful service delivery.
<p>Applies complex concepts</p>	<ul style="list-style-type: none"> • Uses knowledge of theory or of different past trends to look at current situations. • Demonstrates “insight” when problem solving or working with others and allows time to think. • Uses understanding to focus on creating the future rather than analysing the past. • Asks challenging questions about the assumptions that they and others are working with showing an interest and praising success.
<p>Creates new concepts</p>	<ul style="list-style-type: none"> • Thinks “outside the box” and looks at things in a really new way. • Uses memorable images, metaphors, drama to illustrate meaning. • Fosters a climate of testing each others’ ideas to find excellent solutions. • Looks beyond own profession and situation to learn new ways of looking at things.

Negative Examples

- Does not spot obvious problems
- Does not ask questions to understand underlying patterns or issues
- Tunnel vision
- Offers only previously tried and tested suggestions when problem solving

Developing Creative Thinking

Insightful or innovative thinking based on an understanding of underlying principles. The ability to recognise patterns or to transfer thinking from one situation to another, leading to time and cost savings, as well as enhanced service delivery.

Standards	Examples of Behaviour
Sees patterns and encourages a creative environment	
Applies complex concepts	
Creates new concepts	

Managing Performance

Holding people accountable to standards of performance. It includes an aspect of “telling people what to do” and ranges from firm and directive to demanding. It is underpinned by the appropriate use of informal and formal procedures.

Standards	Examples of Behaviour
<p>Clarifies expectations</p>	<ul style="list-style-type: none"> • Ensures that individuals know what is expected of them in terms of performance, behaviour and boundaries. • Gives basic directions, building in “steps” towards achieving a task. • Explicitly delegates details of routine tasks in order to free self for longer term considerations. • Guides by setting specific and measurable goals and objectives. • Checks understanding of team members. • Demands high standards of performance and customer care.
<p>Monitors performance</p>	<ul style="list-style-type: none"> • Monitors performance against objectives and standards of behaviour. • Negotiates standards of performance with input from the team and others and applies them. • Is clear about consequences of poor performance. • Confronts openly and directly about performance problems and takes necessary action to support improvement. • Deals firmly with unreasonable requests.
<p>Encourages continuous improvement</p>	<ul style="list-style-type: none"> • Praises success and publicly celebrates achievements. • Deals firmly and fairly with ongoing performance problems. • Uses variety of methods (eg. Quality Service Awards; financial and non-financial rewards) to recognise successful performance.

Negative Examples

- Does not tackle poor performance
- Does not provide basic instructions
- 'Fudges' around issues
- Avoids dealing with conflict or difficult situations
- Does not tackle poor performance
- Confusion over direction and weak leadership

Managing Performance

Holding people accountable to standards of performance. It includes an aspect of “telling people what to do” and ranges from firm and directive to demanding. It is underpinned by the appropriate use of informal and formal procedures.

Standards	Examples of Behaviour
Clarifies expectations	
Monitors performance	
Encourages continuous improvement	



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