

# Values and behaviours



**Look Ahead**

CARE, SUPPORT AND HOUSING

# What are behaviours?

Our **behaviours** demonstrate how we are living our values.

Our **values** guide our decision making.

They are:

**excellence, aspiration, partnership, trust**

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## How do the behaviours work?

For every value, behaviours have been identified that show you are living our values. The behaviours can be used to:

- ▶ Ensure we recruit people who live the values and behaviours of our organisation.
- ▶ Support performance management, supervision and quarterly reviews
- ▶ Identify development needs

Each of the **four** values and behaviours has **three** levels.

These levels are:



This behaviours brochure details what is expected and why it is important to live each behaviour. In order to meet the values in your role you are expected to demonstrate all of the behaviours included for your level. Leadership and Manager levels are also expected to demonstrate the behaviours detailed at the level/s below them.

We have indicated the types of behaviours that would show that an individual regularly demonstrates that they are exceeding expectations.

There may also be times where improvement is required and these developmental indicators are also set out in the brochure. These areas should be discussed during the 1-2-1 and quarterly meetings and if the issue persists then an improvement plan is required.

# Excellence

We are committed to excellence in everything we do. The success of the organisation and crucially the success and outcomes of the customers who access our services depends on our ability to deliver consistently excellent services that exceed expectations.

## What we expect

Leader	Manager	Staff
Creates and articulates a vision that generates enthusiasm and commitment	Translates Look Ahead's vision and business plan into practical and achievable goals	Takes pride in their work and team
Leads people through change	Adopts a positive approach to change and recognises the impact of change on others and supports them through	Has a positive approach to change. Continually strives to develop self and improve skills.
Promotes a learning culture committed to continuous learning and development	Encourages a learning culture committed to continuous improvement and development	Demonstrate 'can do' and look for solutions to problems
Encourages others to create innovative services and solutions to challenges	Sets demanding but achievable objectives for self and for others	Listen and learn from mistakes and commit to always improving

Leader	Manager	Staff
Ensures continual development and improvement of services most important to customers	Instils and embeds company loyalty within the team	Be a positive role model to customers and colleagues
Translates operational feedback into strategic improvements	Consistently makes decisions focused on customer needs	Approaches work with energy passion and commitment

## What we look for

### Exceeding

- Is regularly innovative or creative
- Puts self forward to lead on change initiatives
- Actively helps others to approach change positively
- Consistently explains the benefits of decisions to colleagues in line with the business strategic objectives
- Needs minimal supervision to achieve high quality performance
- Is seen as a positive role model to others
- Works positively in ambiguous and difficult situations

### Below expectation

- Creates barriers and does not accept change
- Openly discusses issues in a negative way
- Undermines new ways of doing things and Look Ahead's approach
- Does not accept responsibility for own actions
- Is often late/unreliable
- Leaves others to resolve problems or leaves problems until they become significant

# Aspiration

We are aspirational for our customers, staff and organisation. We aim high, seek out opportunities and do not shy away from the challenges we face. We believe in identifying nurturing and developing potential and creating a culture of recognition and celebration across the organisation.

## What we expect

Leader	Manager	Staff
Seeks to create an environment with clear goals and objectives	Explains clearly what is required and ensures people understand how to do it	Listens to everyone they work with and treats them with dignity, empathy and respect
Listens and respects others opinions/views	Listens and respects others opinions/ views and acts on what motivates and encourages team members and colleagues	Helps to motivate and support team members
Is aware of own leadership style and is committed to bringing the best out in others	Recognises potential in others and encourages self development.	Continually seeks opportunities to learn, develop and share learning with others

Leader	Manager	Staff
Happy to recognise individuals with skills that surpass their own and utilise them to achieve the best outcome	Promotes an inclusive and diverse environment where people can be themselves at work.	Is welcoming to all colleagues and customers
Is held in high regard by other colleagues and is a credible role model.	Uses recognition and praise to acknowledge good performance	Works with others to share, respect and celebrate achievements
Delegates to develop the skills of others	Delegates to develop the skills of others	Builds trust and respect with others

## What we look for

### Exceeding

- Understands and considers the impact their behaviour has on others and changes behaviour as a result
- Actively challenges discriminatory or inappropriate behaviour
- Demonstrates a willingness to understand and lead on creating an inclusive environment
- Consistently recognises the positive contribution others make

### Below expectation

- Has low levels of curiosity and interest in learning from others
- Makes negative comments about others either professionally or personally
- Makes false assumptions that cause offence and/or sets up barriers to building trust
- Takes credit for success without acknowledging others contribution

# Partnership

We know our organisation is stronger when we work in partnership with stakeholders, commissioners and most importantly our customers. Partnership between staff and people who use our services informs and influences everything we do. Through working together at every level, customers and staff will together design and deliver flexible, personalised and better services.

## What we expect

Leader	Manager	Staff
Creates new opportunities for individuals to work together	Works effectively across teams	Recognises, respects and encourages colleagues and customers skills and abilities
Works to develop a one team culture at Look Ahead through regular communications including corporate channels such as Workplace	Addresses conflict issues within the team in a timely positive and confidential manner	Committed to working as part of a team to develop opportunities for our customers.
Networks effectively both externally and internally	Puts team decisions above personal interest	Values everyone's contribution equally, recognising that all of us can add value

Leader	Manager	Staff
Sets the example of how to work effectively across services and functions	Actively gives and receives feedback to improve performance	Commits to working as part of a team with colleagues, partners and customers
Breaks down barriers for effective team working	Achieves results through effective management of self and others	Passionate about providing the best possible service for our customers.
Passionate about improving the experience of customers across the organisation	Sparks passion in teams to provide high levels of customer service.	Works with colleagues within and across teams to ensure customer queries are resolved effectively

## What we look for

### Exceeding

- Seeks ways to improve the team performance
- Is supportive of other team members, offering advice, encouragement and assistance
- Constantly asks 'how does this benefit the customer?'
- Treats all team members with respect
- Regularly coaches or mentors members of the team/colleagues
- Suggests and leads on ways of improving the customer experience

### Below expectation

- Can't help, won't help and/or is uncooperative
- Does the bare minimum to get by
- Expects certain behaviours in others but does not demonstrate it
- Only interested in high profile or interesting activities
- Carries out role without thought of impact on the customer

# Trust

We will be an organisation with a strong social purpose. We will be trusted by our commissioners and funders to deliver the services we say we will. We will behave with integrity and transparency. We will be trusted by our customers to deliver on our promises and by their loved ones to deliver safe and consistently high quality services.

## What we expect

Leader	Manager	Staff
Communicates passionately about Look Ahead and its work	Demonstrates integrity and consistency in decision making	Is open, honest and transparent when communicating and does what they say they will
Maintains confidentiality	Trusts staff to deliver work once delegated appropriately	Demonstrates personal integrity – do what is right not merely what is expected
Stands up publicly for Look Ahead' values and challenges appropriately	Takes responsibility for ensuring Look Ahead values are incorporated into their service or area.	Accountable for success as well as failures

Leader	Manager	Staff
Ensures compliance with legislation, regulation and best practice	Takes pride in delivering high quality, safe services	Is consistent and reliable and works within the policy framework.
Shows appreciation and does not take people for granted	Creates an environment where staff are motivated to deliver high levels of service	Demonstrates consistency and transparency in everything they do
Creates an environment of mutual trust	Communicates positively about Look Ahead both inside and outside of the organisation	Is resilient in the face of challenges or difficulties

## What we look for

<p style="text-align: center; margin: 0;"><b>Exceeding</b></p> <ul style="list-style-type: none"> <li>• Listens to view and opinions of others</li> <li>• Has a polite and positive approach</li> <li>• Adapts approach for different audiences</li> <li>• Is confident in contentious/ conflict situations</li> </ul>	<p style="text-align: center; margin: 0;"><b>Below expectation</b></p> <ul style="list-style-type: none"> <li>• Focuses on own needs and benefits</li> <li>• Does not accept responsibility for own actions</li> <li>• Is negative rude or interrupts</li> <li>• Does not listen to others views</li> <li>• Pursues own interest even when not in line with Look Ahead plans or values</li> </ul>
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