SECTION 7

PERSONAL BEHAVIOIRS
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1. Responsibility for Results

Overview
This behaviour is about accepting responsibility for achieving agreed objectives and through challenging existing standards meet or exceed required quality.

Positive Indicators may include:

- Seeks and accepts responsibility and takes personal responsibility to make sure results are achieved.
- Prioritises work appropriately and delivers results to time and budget.
- Shows commitment to the success of each task, and strives to successfully overcome setbacks.
- Takes the initiative to progress work by taking decisions and retaining responsibility for the outcome.
- Searches for ways to improve on standards and results.

2. Acting Assertively and fairly

Overview
This behaviour is about displaying belief in own ability, whilst at the same time being open-minded and objective about alternative views to their own.

Positive Indicators may include:

- States own position and views clearly and persuasively.
- Listens and responds constructively to the views and concerns of others.
- Gives clear and objective advice, even when faced with a challenge.
- Uses well thought through arguments to promote understanding of own view.
- Constructively confronts difficult situations with a view to achieving resolution.
3. Showing Concern for Improving the Service

Overview

This behaviour is about establishing high expectations of performance for self and others, and working towards improved service.

Positive Indicators may include:

- Sets challenging but realistic standards of performance for self and others.
- Encourages new ideas from colleagues for improving quality of work and output and supports others to give of their best.
- Originates and implements new ideas, concepts and approaches to improve service.
- Continually strives to identify and minimise barriers to service improvement.

4. Flexibility

Overview

This behaviour is about dealing with change; contributing to change in work methods and environment and challenging accepted practice.

Positive Indicators may include:

- Identifies both positive and negative aspects of change, seeking to maximise opportunities and minimise threats.
- Adapts to changes in strategies, work methods, environment and culture taking a balanced view.
- Generates new ideas and breaks away from established ways of thinking.
- Is prepared to revise previously held views and opinions in response to new information.
- Is prepared to change direction if evidence suggests this is necessary.
- Treats all colleagues and those with whom they come in contact fairly and equitably and demonstrates respect for and sensitivity to their needs.
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5. Personal Drive

Overview

This behaviour is about being self-motivated and determined to see tasks through to a conclusion with a willingness to overcome obstacles.

Positive Indicators may include:

- Displays commitment to their everyday work.
- Identifies opportunities for personal development.
- Displays self-confidence, taking control of situations and making things happen through constructive leadership and/or contribution.
- Shows personal resilience in difficult situations; attempts to overcome obstacles and suggests solutions.
- Through own behaviour reinforces best practice approach.

6. Team Working

Overview

This behaviour is about actively promoting the benefits of collaboration and teamwork, encouraging team effort and maintaining motivation within the team in order to achieve objectives.

Positive Indicators may include:

- Optimises the use of the pool of knowledge and skills to achieve results.
- Ensures that teams are clear about objectives, resources and levels of authority and responsibility.
- Takes responsibility for the actions of their teams and shares the credit for their successes.
- Promotes a learning culture rather than ‘blame’ culture in response to difficulties.
- Seeks to promote team morale and productivity.
- Contributes to an open and inclusive organisational culture and fosters an environment in which all others have the opportunity to achieve their full potential.
- Works effectively with people from different backgrounds, showing sensitivity to their needs and feelings.
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7. Analytical Thinking

Overview
This behaviour is about analysing and making deductions from information in order to form a judgement and take decisions. It is about seeing links between issues and getting to the essence of these without over-simplifying/over-elaborating.

Positive Indicators may include:

- Takes a logical/systematic approach to solving problems.
- Is prepared to see things from others’ points of view.
- Identifies causes and underlying issues in complex situations.
- Analyses and interprets information and situations and demonstrates the ability to draw conclusions, make forecasts, identify options and make sound recommendations.

8. Creative Thinking

Overview
This behaviour is about being and encouraging others to be creative and innovative; being open minded and a critical evaluator of existing ideas.

Positive Indicators may include:

- Redefines recurring problems in order to see new approaches.
- Produces ideas and builds on the ideas of others.
- Uses own experience and evidence from others to identify and solve problems.
- Does not always accept an issue at face value; draws on available information from different sources to make up the broader picture.
- Considers a range of options before making a judgement.
- Encourages contributions from others, seeking to understand, value and incorporate different perspectives.