

## PASSION

*We are passionate about our communities and the services we deliver*

Negative behavioural indicators	Positive behavioural indicators
Indifferent or negative towards customer needs and delivering a service to our community	Passionate about delivering solutions and services to meet customer needs
Only does the bare minimum for customers; is dismissive of the needs of others	Always wants to do right by others; goes over and beyond to help
Is passive and uninterested in projects that fall outside routine tasks and/or direct role responsibilities	Excited by the opportunity to get involved with new projects and expanding his/her knowledge
Is frequently negative and pessimistic in attitude and/or at times inappropriately aggressive and intimidating	Makes a strong impression on others by consistently displaying a positive and upbeat attitude; enthuses others
Appears disengaged from the community; does not act in a way that supports Ryedale	Speaks proudly of the community he/she serves, wanting to do what matters for Ryedale
Conveys low levels of enthusiasm; acts unhelpful and obstructive	Consistently projects energy, drive and determination; always taking a 'can-do' approach
Flat, monotone delivery when discussing the council; fails to engage and excite audience	Represents the council with enthusiasm, passion and conviction, demonstrated in both what they say and how they say it'.
Prefers to maintain status quo, avoids change and stifles creativity	Seeks opportunities for innovation and positive change to achieve continuous improvement; proactively challenges the status quo
Shows resistance and reluctant to adapt to new ways of working; slow to adapt to new ways of working	Agile and receptive to change; quickly adapts to new ways of working
Rarely questions the effectiveness or efficiency in which things are done	Eager to implement positive change; actively seeking opportunities to make a difference
<b>Elevated Behaviours</b>	
Unable to think out-side the box; fails to generate new ways of working	Pushes boundaries and traditional thinking by taking a creative approach
Allows resistance to change to go unaddressed and/or enforces change before gaining buy-in from others	Tackles resistance to change by selling the benefits of change and creating a common purpose

## R ESPECT

*We value every individual, respecting people for who they are and for their unique knowledge, skills and experience recognising they are part of our strength*

Negative behavioural indicators	Positive behavioural indicators
Frequently unparticipative and/or only shows concern for self-related issues (e.g. not engaging during meetings)	Proactively engages in conversations, demonstrating genuine interests in others
Does not carry out work as instructed by management; fails to comply with authority	Shows respect for management decisions; listens to and acts according to their requests
Shows resistance to being managed; ignores managerial directives	Receptive to being line-managed and co-operates willingly
Shows tactlessness in communications	Demonstrates diplomacy within communications
Undermines or is obstructive of decisions that he/she disapproves of	Is constructive when challenging others' ideas or decisions
Is unfriendly and abrasive at times; shows frustrations or annoyance when approached by others	Polite and professional at all times; comes across as well-mannered and approachable
Appears disinterested and/or responds adversely to others' views when different from themselves	Actively seeks others ideas or opinions; aspires to learn from others' experiences
Shows disregard towards deadlines and commitments made (e.g. late to attend meeting)	Takes care to always follow through with agreed commitments
Responds negatively to feedback; becomes defensive and/or simply ignores constructive criticism	Seeks to understand criticism, sees feedback as an opportunity to learn and develop
<b>Elevated behaviours</b>	
Allows unacceptable performance/ behaviours of staff to continue without challenge or improvement	Confidently tackles issues of non-compliance with authority; ensures all staff follow instructions
Acts overly hierarchal and takes a distance from others; fails to get hands-on even when needed	Acts as a role model, gets stuck in to help support team regardless of task at hand
Offers no recognition of contributions by others; fails to value others' inputs	Empowers others by encouraging them to contribute to the best of their abilities

## O PENNESS

*We are open and honest in our relationships and in our communications*

Negative behavioural indicators	Positive behavioural indicators
Pays little or no attention to what others say; speaks more than listens	Listens and takes on-board what others have to say
Keeps information to self and/or is selective about sharing information with others	Openly shares relevant information with others to help support organisational goals
Openly shares private and sensitive information inappropriately with others	Acts with integrity; keeps confidential and sensitive information to self
Is impersonal or avoids direct communication with others (e.g. only uses emails or text to communicate)	Takes a personal approach to communicating with others; communicates directly, verbally or face-to-face
Fails to consider the impact of their approach/ style on others; adopts the same approach regardless of others' styles	Show awareness of others' ways of working and adapts style to suit situations
Appears to have ulterior motives when dealing with others; is not forthcoming with the truth	Communicates authentically with all colleagues irrespective of position
Becomes nervous or avoids openly expressing own opinions or debating issues, and/or debates issues in an obstructive manner	Confidently and honestly expresses own opinions; open to debate issues in a non-confrontational manner
<b>Elevated behaviours</b>	
Perceives challenge from others as criticism and shuts it down if possible	Champions openness in communication through own approach
Discourages involvement of others in own department's planning or decision-making	Encourages direct and constructive challenge from peers and staff; actively recognises their contributions
Provides unconstructive and overly negative feedback; unwilling to provide feedback to help others learn	Provides negative/ developmental feedback when necessary, in an encouraging and constructive manner

## UNITY

*We will work as one organisation*

Negative behavioural indicators	Positive behavioural indicators
Is reluctant to work outside own area; does not recognise the need to involve others	Realises the importance of and strongly advocates the value of cross-functional working
Works in silo and does not interact with others to solve issues	Works collaboratively with others across the organisation
Fails to recognise the wider impact of actions on the organisation	Considers the impact of actions on other areas and creates an inclusive approach to change
Spends little or no time engaging with others, prefers to work in isolation	Proactively builds and maintains effective relationships across the wider organisation
Shows little interest in the wider context outside their immediate area	Understands how own role links with and impacts others across the organisation
Keeps expertise to self, unwilling to support areas outside own area	Shares resources and knowledge to help other areas of the organisation
<b>Elevated behaviours</b>	
Fails to take advantage of networks or relationships with others; seeks little support from colleagues with other expertise	Uses networks and relationships with others in order to meet objectives
Takes actions without accounting for the bigger picture and future direction of the organisation	Actively seeks to understand priorities and direction of other areas of the organisation
Focuses only on own work at the expense of the wider organisational priorities	Balances the needs of own area with that of other functions across the organisation

## DECISIVE

*We are willing to make brave decisions, to take on big challenges and see them through*

Negative behavioural indicators	Positive behavioural indicators
Shies away from making decisions and leaves it to others to make decisions	Willing and confident to make decisions; can explain the rationale behind their decision making
Procrastinates by trying to find the 'perfect' solution; delays finding a workable solution	Thinks on his/her feet to quickly identify a suitable solution
Overcomplicates issues; fails to use relevant information to support their thinking	Applies common sense, logical thinking and relevant information when seeking a solution
Makes decisions based on little or no evidence; tackles problems subjectively and in an unstructured manner	Makes decisions based on evidence; adopts a methodical and objective approach to problem solving
Applies the same solution to different situations without considering the effectiveness of the solution	Considers a range of options (old and new) before making a decision; always seeks the most effective solution
Only interested in parts of the solution; leaves it to others to follow through	Sees their solutions through to completion
Slow to reprioritise; struggles to complete multiple tasks	Responds quickly to changing priorities/ unexpected issues
<b>Elevated behaviours</b>	
Shows little commercial awareness when making decisions	Applies commercial reasoning and makes cost effective decisions
Fixated on their own solution even when better options are presented	Willing to change their position / recommendation in light of further information
Takes excessive risks or avoids risks; fails to manage risks when making decisions	Makes decisions based on risk management, rather than risk avoidance
Puts off or avoids making difficult or unpopular decisions; blames bureaucracy for their lack of decision making	Stands by unpopular decisions to achieve the desired outcome
Defers responsibility for decisions they have made	Takes responsibility for decisions/ recommendations they have made