

Behaviours for Effective Service Delivery

Behaviour	Descriptor	Examples of Positive Behaviours	Examples of Negative Behaviours
 <p>Focusing on Customers & Communities</p>	<p>We put our customers and communities at the centre of everything we do. Customers may be members of the public or colleagues that we provide support services to</p>	<ul style="list-style-type: none"> Actively listens to customer and community needs, responding positively with available options Delivers on promises and commitments made Chooses effective locations and times to work, responding flexibly to customer needs Know your customers and localities and view their capabilities and resources as an asset to improve and transform services Helpful and polite, treats people as individuals, fairly and with respect Goes the extra mile, owns a problem, and is keen to volunteer for new tasks 	<ul style="list-style-type: none"> Ignores customer and community needs and does not consider available options when providing the service Takes little or no responsibility for own actions Works inflexibly, providing the service in a way that is convenient for the organisation and not the most effective location and time for the customer Lacks awareness of customer and localities, disregards their capabilities and resources and sees involvement as an additional burden Unhelpful and insensitive to individual needs, and treats people unfairly Walks past a problem, shows little interest in additional tasks
 <p>Taking Responsibility</p>	<p>Everyone will take responsibility for:</p> <ul style="list-style-type: none"> Delivering the Service Improving the Service Inspiring others to improve the Service <p>Being conscious of quality and cost</p>	<ul style="list-style-type: none"> Owens and understands your own role seeking out how this fits within your team, Directorate and Council Being positive about work and motivated to do your best Supports and helps colleagues to do a good job Considers alternative solutions, using council resources responsibly and effectively Positive and open to challenging circumstances and change Actively develops your own knowledge and skills, managing your own personal development 	<ul style="list-style-type: none"> Takes little or no responsibility for your own role and fails to seek out how this fits into the bigger picture Being negative and unenthusiastic about work Shows little or no interest in helping colleagues, displaying a “not my problem” attitude Gives little consideration to alternative solutions and can be impulsive and wasteful with the use of council resources Avoids or is closed to challenge and reacts negatively to change Shows little or no interest in developing or growing yourself
 <p>Working Together</p>	<p>We recognise we are one Council and one team. We will work flexibly and cooperatively with each other and our partners, to get the best possible results</p>	<ul style="list-style-type: none"> Welcomes and gets to know partners and colleagues, building relationships Shares ideas, resources and information effectively Takes advantage of new technology to work in an agile/responsive way, encouraging others to do the same Works together with others towards shared aims and solutions, with a performance and outcomes focus Recognises and understands how your work impacts on others Keep others informed of progress 	<ul style="list-style-type: none"> Does not welcome partners and colleagues and is unresponsive to relationship building Only focusses on your own work, fails to share ideas, resources and information Works in old and ineffective ways and does not set a good example Works in isolation, is closed minded, and reluctant to consider there could be a better way of doing things Fails to consider how your work could affect others Overlooks keeping others updated

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 <p>Acting with Integrity</p>	<p>We do what we say we will do. We trust individuals to get on with their job, respecting differences, and listening to others for understanding</p>	<ul style="list-style-type: none"> • Clear about your own responsibilities and accountable for your actions, doing what you said you would do • Communicates in an open, honest, clear and concise way • Actively listens to different points of view, involves others and considers feedback before making decisions • Owns up to mistakes and gives credit where it is due • Respectful, professional, empowers and trusts others • Understands the impact of your own behaviour on others 	<ul style="list-style-type: none"> • Takes no ownership of your own responsibilities and actions, seeing the delivery of commitments as optional • Communicates in an ambiguous and unclear way and avoids difficult issues • Talks over and interrupts others, disregarding their opinion. Ignores feedback, only looking at things in a limited or one sided way • Blames others for mistakes and takes credit for others' ideas • Discourteous, unprofessional, domineering, doubts others • Unaware of how behaviour impacts on others
 <p>Building a culture for continuous improvement and innovation</p>	<p>We seek to continually improve and therefore welcome new ideas, taking planned risks to inspire creative and effective solutions, learning from both our successes and failures</p>	<ul style="list-style-type: none"> • Encourages creativity and acts upon new ideas and suggested improvements • Recognises and manages risks, promoting a culture where people learn • Continually challenges current practice and puts forward ideas for improvement in a considered way • Curious, can do attitude and enjoys trying new things • Recognises, celebrates and shares both small and large scale successes • Builds on successes, reflecting on lessons learnt from your own and others' mistakes 	<ul style="list-style-type: none"> • Controlling and dismissive of new ideas or suggested improvements • Opposes and avoids any risk, stifles creativity and innovation • Resistant to change, accepts current way of doing things without question • Uninterested and reluctant to try new things • Shows no interest or is cynical about new ideas • Fails to assess or learn from previous practice
 <p>Leading by example</p>	<p>Our leadership principles are:</p> <ul style="list-style-type: none"> • Being Visible • Know the business • Drives performance • Inspires others • Professionally credible 	<ul style="list-style-type: none"> • Visible and approachable, building constructive relationships with your team and others • Explains the vision and translates future challenges into plans, giving clear direction and helping others adapt to change • Is business minded and commercially aware, effectively managing resources • Keeps up to date with developments in the service, locality, sector, and profession, benchmarking wider business trends and influences • Holds and deals with difficult conversations, addressing issues and solving problems • Coaches and steers, inspiring others to develop and perform to their full potential • Encourages challenge as a way of learning and improving, giving space for others to lead • Involves others in the decision making process • Practices what you preach, being aware of your own style and impact, modelling the behaviours you want to see in others 	<ul style="list-style-type: none"> • Unapproachable, defensive, and invisible to others, showing little interest in individuals and building relationships • Fails to give clear direction, leaving the team to work out their own version of events and response to change • Lacks business and commercial awareness and is ineffective in managing resources • Does not keep up to date or develop self • Avoids or dismisses difficult conversations, ignoring issues and problems • Uninspiring and disengaged, failing to encourage development or innovation • Does not create space for others to lead and thinks that the boss is always right • Makes decisions without involving others • Lacks self-awareness of impact on others and displays inappropriate behaviours