

Behavioural Spotlight



Focus On...**COMMUNICATION**

1. Always demonstrates the negative behaviour 2. Usually demonstrates the negative behaviour 3. Sometimes demonstrates the negative : sometimes the positive 4. Usually demonstrates the positive behaviour 5. Always demonstrates the positive behaviour

FOUNDATION INDICATORS:		1	2	3	4	5	
	Negative Indicators						Positive Indicators
A6	Takes information on face value without evaluating it						Is able to analyse and evaluate the validity of information that relates to their role
B5	Doesn't always respond or reply to communications from internal/external customers						Always responds and replies to calls, e-mails or other communications from internal/external customers
H5	Sees good relationships as less important if the goals are being met						Builds supportive relationships with the team including proactively offering help and sharing information
F3	Does not inform managers that objectives need changing or looking at						Provides feedback to managers if planned activities need reviewing
B3	Behaves the same regardless of the needs of the customer						Adapts behaviour and style of communication to accommodate different types of customer
B1	Keeps customer information to themselves without feeding back upwards						Proactively provides feedback to managers about customer service issues
C2	Fails to keep managers informed of delivery issues						Keeps managers informed when project goals are unlikely to be met
C1	Allows managers to set goals which are too easy or too difficult by not sharing information						Provides operational information upwards, communicating proactively to help managers set appropriate objectives
D3	Communicates about cultural issues and differences in an insensitive manner						Communicates about cultural issues and differences in an informed, sensitive and respectful manner
E1	Takes unnecessary risks that affect Health and Safety						Minimises safety risks by ensuring Health and Safety is a top priority
I2	Keeps the same working style and style of communication whatever the circumstances						Adapts working style, methods of communication and approach to decision-making to suit changing circumstances
E6	Accepts poor quality or efficiency without trying to improve it						Suggests ways to improve the quality or efficiency of tasks
G5	Keeps their knowledge to themselves without sharing skills						Shares knowledge and experience and aims to help develop the team rather than just themselves
MID-LEVEL INDICATORS:							
H12	Takes decisions without involving the team or asking their views						Involves the team in decision making, inviting suggestions and promoting the contribution of ideas
A9	Communication of important information lacks detail						Communicates the key points of an issue accurately and comprehensively to their team and takes account of their views
A7	Does not pass commercial information upwards						Provides information upwards to their senior managers about commercial issues
C8	Does not monitor progress of team towards objectives or give effective feedback about performance						Monitors progress of their team's work against objectives regularly and gives effective feedback about both good performance and needs for improvement
H7	Doesn't try to develop team members who have improvement needs relating to communication, co-operation and teamwork						Encourages team members to co-operate when delivering tasks, fostering an environment of open and supportive communication
D11	Encourages others to take short cuts or act unethically						Encourages others to adhere to the values of the council and insists their team uphold ethical practices
D8	Allows staff to show little respect for others and avoids communicating with employees about behavioural expectations						Ensures staff treat others with dignity and respect, proactively communicating with their team about positive behaviours and championing them
B10	Ignores feedback on customer experiences						Reacts to feedback from their team about customer issues
E7	Dismisses suggestions of new ideas to improve quality, efficiency or Health and Safety and doesn't encourage the team to make suggestions						Is receptive to suggestions of ways to improve quality, efficiency and Health and Safety and promotes suggestion-making.
G10	Fails to provide constructive feedback						Provides constructive feedback on behavioural performance and

	regarding behaviour and competencies						performance against SMART objectives to help the team understand their development needs
H10	Manages people as individuals rather than a team or tolerates behaviours which damage the team						Encourages staff to think of themselves as a team by promoting behaviours which will build team performance
I12	Doesn't uphold the importance of health and safety at work or ensure employees are aware how to react in emergencies						Upholds the importance of health and safety at work, and ensures employees are aware how to react in emergencies
G9	De-prioritises coaching, people management activities and promotion of health and wellbeing						Prioritises people management activities and supports staff development through coaching and support of health and wellbeing
E12	Makes little effort to encourage or consider new ideas for improving quality, efficiency and Health and Safety						Pro-actively requests new ideas for improving quality, efficiency and Health and Safety
E10	Allows poor practice to continue without checks and doesn't drive good practice						Identifies, communicates and drives good practice in terms of quality and efficiency to their team, and encourages other team members to follow suit
F12	Expects others to get on with the job without planning activities with them through effective 1-1s, Employee Reviews or communications						Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy
UPPER-LEVEL INDICATORS							
A16	Postpones decisions until the complete data is available and doesn't promote the importance of research or effective analysis when making decisions						Is comfortable researching and analysing incomplete or ambiguous information and promotes the importance of research and analysis when making decisions
A14	Does not provide feedback upwards about the strategy						Provides feedback upwards on the feasibility of strategic decisions
A15	Does not ask questions upwards and downwards in order to understand issues more fully						Asks lots of questions upwards and downwards in order to understand issues more fully
A14	Does not provide feedback upwards about the strategy						Provides feedback upwards on the feasibility of strategic decisions
C13	Doesn't embrace or promote performance related dialogue with the managers/supervisors they manage						Encourages a management culture of performance dialogue: communication about objectives, measures and standards
D18	Doesn't proactively combat unwanted behaviours, accepting an environment where managers and employees are inconsiderate of each others' wellbeing						Shapes a culture of wellbeing, tolerance and consideration in the council, actively developing an environment in which managers and employees challenge inappropriate behaviours and bullying
D14	Doesn't promotes a culture of honesty, transparency and objectivity or personally present informed, accurate accounts of situations and events						Promotes a culture of honesty, transparency and objectivity and personally presents informed, accurate and fact based accounts of situations and events
F18	Doesn't communicate the importance of planning services or workforce structures						Promotes a culture of effective planning regarding resource deployment, services and workforce structures
F17	Does not communicate the plan comprehensively to others						Communicates the plan to others to ensure prompt delivery
E14	Monitors quality in specific areas rather than across the whole service and doesn't promote quality, efficiency, innovation or productivity						Monitors quality standards across the whole service area and actively promotes quality, efficiency, innovation and productivity
G16	Sees development and learning as a hindrance to progressing tasks and doesn't recognise how it can support the Council's plan.						Encourages a culture of continuous development and learning by conveying knowledge, enthusiasm and energy about it and articulating how it can support the Council's plan.
G14	Does not provide their own team with coaching skills or foster a coaching approach to maximise performance in their team						Actively advocates coaching as a powerful management skill and seeks to develop this approach to maximise performance in their team
B17	Fails to influence visionaries on customer service strategy or design						Influences upwards to ensure the strategy is customer focused and adequately future-proofed
HIGHEST INDICATORS:							
A21	Fails to communicate effectively the commercial strategy						Communicates the commercial strategy and ensures others fully understand the implications
C23	Doesn't communicate and express the						Communicates and expresses the goals of the Council and the big-

	goals of the Council and the big-picture context continuously or comprehensively to the workforce						picture context continuously and comprehensively to the workforce
G19	Takes few measures to pro-actively seek feedback on own performance, management style and style of communication						Proactively seeks feedback on their own performance, management style and style of communication in order to establish personal development needs
D24	Is not pro-active in promoting the behavioural and ethical values of the council						Proactively champions and promotes the council's behavioural and ethical values inside and outside the council, including a zero-tolerance approach to bullying at work
D19	Places little emphasis on the ethics of suppliers and partners focussing more on getting a good deal						Promotes ethical decision making with external partners and ensures they uphold the values of the council
G23	De-prioritises staff development and undervalues behavioural competence						Champions the positive behaviours expressed in this framework, drives a culture of related staff development and sees these as key to delivering the strategy
H24	Reacts to networking opportunities rather than taking a pro-active approach and doesn't promote a culture of awareness about local or regional partnerships						Proactively networks with internal and external contacts and drives a culture of awareness and understanding about local end regional partnerships and the Council's role within these
H19	Is reserved and awkward when presenting externally and demonstrates a lack of skills in imparting information						Presents self in a confident manner especially when communicating to external audiences, and demonstrates sophisticated, accurate and impactful communication techniques
H18	Sticks to the same mode of communication regardless of the audience and doesn't proactively communicate about the right issues at the right time						Promotes and role models effective communication by adapting their style for different audiences and communicating proactively with the workforce about the right issues at the right time
H23	Makes few attempts to build strategic partnerships externally or shape the role of Bury Council in the development of Bury and Greater Manchester						Builds strategic partnerships with external organisations to deliver the strategy, shaping regional governance and the role of Bury Council in the development of Bury and Greater Manchester
I20	Keeps to the same way of communicating and presenting regardless of the audience						Is highly skilled in adapting their personal communication and presenting style to deal with council, Government and external stakeholders