

Behavioural Spotlight



Focus On...**POSITIVE BEHAVIOUR AND WELLBEING AT WORK**

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:

	Negative Indicators	1	2	3	4	5	Positive Indicators
D6	Fails to uphold the values of the council or to abide by the Dignity at Work Policy or Code of Conduct						Upholds the values of the council and is aware of and abides by the Dignity At Work Policy and the Code of Conduct
D5	Makes assumptions about others needs, culture and beliefs or lacks interest						Promotes well-being by understanding others needs, culture and beliefs
D4	Does not respect individual differences that impact on relationships						Treats others fairly with dignity and respects individual differences
D3	Communicates about cultural issues and differences in an insensitive manner						Communicates about cultural issues and differences in an informed, sensitive and respectful manner
D2	Has little interest in social and ethical responsibility						Works towards making the council socially and ethically responsible
H2	Relies on their own viewpoint and finds it difficult to see or invite other perspectives						Considers things from others viewpoint, values constructive conflict and respects differences in opinion
H1	Demonstrates focus on their own rewards and interests rather contributing to a culture of teamwork						Is team focused rather than individualistic, demonstrating belief in co-operation rather than competition within the team
I1	Displays a lack of emotional control when required to make changes to the plan						Displays emotional control and appropriate behaviour when required to change direction quickly

MID-LEVEL INDICATORS:

A9	Doesn't communicate the key points of an issue accurately or comprehensively to their team or takes account of their views						Communicates the key points of an issue accurately and comprehensively to their team and takes account of their views
B9	Expects their team to know how to deal with customer complaints without being given coaching, advice or guidance						Provides coaching, advice and guidance appropriately to help the team deal with customer complaints
C10	Sets objectives which aren't SMART, are easily attained or unsound						Sets objectives which are SMART and stretching for themselves and their team, to maximise performance and staff development
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
D12	Models unethical and poor behaviour						Is a role model for high standards of behaviour
D11	Encourages others to take shortcuts or act unethically						Encourages others to adhere to the values of the council and insists their team uphold ethical practices
D10	Is inconsistent when managing people or giving feedback about performance						Treats team members in a consistent and fair manner, managing people impartially while making reasonable adjustments for differing needs
D9	Makes judgements about personalities and fails to deal with staff who are judgemental and intolerant of others						Takes steps to prevent bullying or harassment and creates a none-threatening environment focused on nurturing tolerance and respect
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
E11	Is averse to trying new methods which could improve quality, efficiency of team productivity						Supports others in putting new methods that improve quality, efficiency or team productivity into action
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
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.
F12	Expects others to get on with the job without planning activities with them						Plans others' activities through effective 1-1s, Employee Reviews and communications in order to implement the strategy

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G12	Treats 1:1s and or appraisals and competencies as a hindrance rather than supportive of performance and development						Uses Employee Review in conjunction with 1:1s and the Bury Behaviours or another required professional competency framework to provide direction to others development
G11	Does not monitor the team's qualifications and training						Ensures their team has the necessary professional knowledge and training
G10	Fails to provide constructive feedback regarding behaviour and competencies						Provides constructive feedback on behavioural performance and performance against SMART objectives to help the team understand their development needs
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
G8	Fails to provide stretching or appropriate development opportunities for team members						Provides development opportunities for team members which are stretching and empowering whilst also being appropriate in terms of the overall goals of the Council
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
H11	Avoids and ignores conflict, or manages it in a way which discourages the contribution and discussion of ideas by the team						Proactively deals effectively with inappropriate behaviours within the team while also maintaining a climate where employees proactively contribute ideas
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
H9	Keeps tasks to themselves or delegates to people who are less effective						Delegates work effectively, empowering staff to take control and providing the right levels of authority and responsibility for them to succeed
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
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
G7	Ignores mistakes or uses them to blame others rather than develop them, and doesn't encourage a culture of openness about development needs						Uses mistakes as an opportunity for improving skills and knowledge, promotes a culture of solutions and support rather than blame, and encourages openness about development needs

UPPER LEVEL INDICATORS:

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
D17	Doesn't uphold the Council's Values and Priorities or prioritising employee well-being and engagement						Upholds the Council's Values and Priorities at all times including prioritising employee well-being and engagement
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
D13	Breaks agreements when under pressure of delivery						Role models personal integrity by keeping to agreements made with others even when under pressure not to
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
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.
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
H16	Keeps a tight rein on the control and responsibilities of their staff						Pushes empowerment and authority down the organisation, shaping an environment of trust and engagement
H15	Fails to inspire enthusiasm and a positive attitude or to role model approachability,						Inspires enthusiasm and a positive attitude from staff by adopting approaches to motivate and engage people and role modelling

	enthusiasm and energy						approachability, enthusiasm and energy
H14	Focuses largely on output rather than monitoring how well their staff are managing their people						Monitors the effectiveness of team managers to ensure they are getting the best from their teams and promotes a strong focus on people-management competence
I18	Concentrates on their own issues in changing circumstances and doesn't maintain enough focus on a safe, healthy working environment						Provides support and guidance to help team cope with change, and maintains enough focus on a healthy, safe working environment

HIGHEST INDICATORS

C23	Doesn't communicate and express the goals of the Council and the big-picture context continuously or comprehensively to the workforce						Communicates and expresses the goals of the Council and the big-picture context continuously and comprehensively to the workforce
C22	Gives up or becomes focused on negatives when things become challenging						Presents a solution focused and determined manner when things become challenging
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
G24	Does not promote a strong focus on Talent Management or provide development for their managers to develop their own teams						Promotes a strong focus on Talent Management, self development and positive behaviours and ensures their teams are well placed to do the same
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
G20	Sees coaching and mentoring staff as insignificant and someone else's responsibility						Creates an environment which drives coaching and mentoring approaches - personally mentors and coaches key members of staff to ensure their continued development
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
H22	Appears unapproachable and is too busy to listen to staff concerns – doesn't proactive encourage suggestions about strategy						Presents self as approachable and consults the workforce widely and regularly, allocating time to encourage suggestions and listen to concerns about the strategy of the council
H21	Doesn't give recognition for staff successes or promote and share them across the council						Emphasises the importance and impact of others work and ideas by communicating employee successes to the workforce and driving a culture where best practice and achievements are recognised and shared
H20	Reacts to issues only if they are directly reported and doesn't measure or seek to foster a sense of employee wellbeing within the workforce						Measures, values and responds to staff engagement levels in the Council and promotes a strong focus on initiatives to support people's sense of wellbeing at work
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
I24	Likes to keep things familiar and ignores contributions from others which may indicate a need for change						Champions change and encourages others' contributions, empowering them to engage