

## Champions

(on the leadership behaviours)



20mins-60mins

### Purpose

Identifying the behaviours that individuals can champion and how they will focus on it day-to-day

### What do I do?

- A. Ask participants to read the behaviours and highlight the behaviour they identify with/are most attracted to (10mins)
- B. Ask them to discuss with a colleague (15mins):
  - Why do you identify with/are attracted to that behaviour?
  - What does it look like in practice day to day?
  - What do they commit to doing to champion the behaviour?

### How could I follow up?

Debrief on what people commit to do to champion the behaviours and send out

## Dice throw

(on the leadership behaviours)



10-20mins per dice throw

### Purpose

Group discussion on our strengths and weaknesses on the behaviours (as a group)

### How could I follow up?

Document the small things to do differently and send out to all.

Follow up a week later to see what has improved

### What do I do?

Throw two dice to determine which behaviour (1-12) we want to talk about

### Questions that will help

Discuss as a group for each throw:

- What does good look like for that behaviour?
- Where does it show up as a weakness, where does it show up as a strength?
- What small things can we commit to do to make a real impact in this behaviour?

## Network of support

(on the leadership behaviours)



45-90mins

### Purpose

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- To understand the leadership areas we need help and where we can be the helpers
- To create a network of support going forward

### What do I do?

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- A. Invite individuals to reflect on where we are strongest or weakest in our behaviours
- B. Form clusters and share what they need help (weaknesses) and where they can help others (strengths)
- C. Identify how they will keep in touch as accountability partners

## Where do we stand

(on the leadership behaviours)



30mins- 90mins

### Purpose

To create a conversation on the leadership behaviours as a group and help individuals identify what they should focus on

### What do I do?

- Layout the 12 behaviours along a wall or as a clock face on the floor
- In a series of rounds based on a question, ask the group to stand next to the behaviour that most resonates for that question.
- For each round ask a few members of the group to highlight why they have stood where they have and how it shows up day to day

### Questions that will help

Round 1: Which behaviour are we as a group strongest on at the moment

Round 2: Which behaviour would you like us as a group to most improve on

Round 3: Which behaviour do you believe you are strongest at (and can help others improve)

Round 4: Which behaviour would you like help with

### How could I follow up?

Document the group and individuals choices:

- Participants leave a post-it on the behaviour they choose (green for strongest, red for improvement)
- For the individuals strengths and weaknesses they write their name on the post-it
- Capture and send out
- Follow up a week later to see what has improved

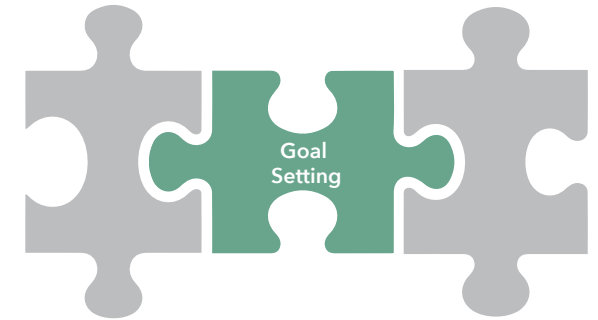
# Setting goals

How to set goals at Co-op



# Goal setting

Goals give us clear direction of what our priorities are and they allow us to focus on what matters most. Goals don't always start in January and finish in December - keep your goals relevant by reviewing regularly. In some business areas goals will be set for you - in others, you will set your own goals.

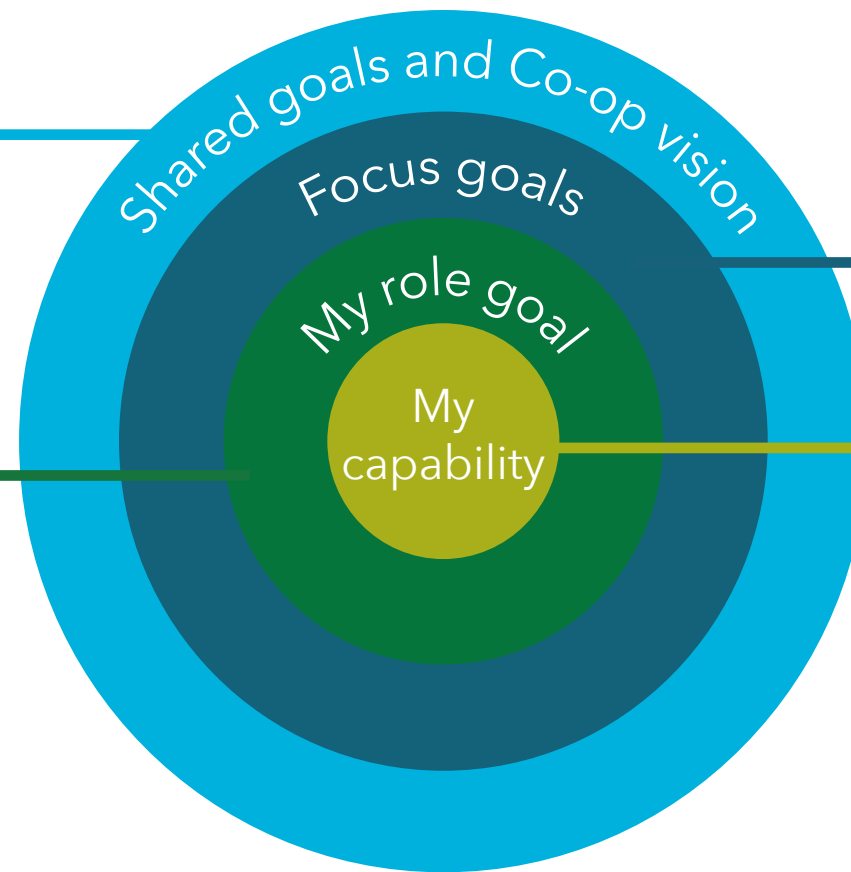


You might have a goal that you share across either your team or function.

All of our goals should fit in with achieving our One Co-op vision.

If you set your own goals, your role goal is set for you, this goal is about you achieving what's in your role description.

As well as underpinning your goals, your development can feed into a plan. It may help you to become more successful in your current role, provide a broader perspective or support you to move onto your next role. Your plan can be in any format but there is a template at the back of this guide that you can use if you want.



When writing your own goals, Focus goals will help you to think about particular areas you will prioritise in the year ahead. e.g. Implementing a change in processes.

When writing goals or a development plan use our Co-op colleague or leadership standards, at the back of this guide, to understand more about your strengths and development areas.

Think about:

- Which strengths have you got that you will need to use?
- What areas will you need to develop?

My development

# How to set goals

For goals to be powerful, we can use SMART. At Co-op we use SMART but not as you might know it.



**R**  
**Relevant**

Goals should be relevant to one Co-op so we're all going in the same direction.



**A**  
~~Achievable~~  
**Ambitious**

Goals should stretch your abilities but still remain possible.



**S**  
**Specific**

Goals should be clear and specific, so you're able to focus your efforts.



**M**  
**Measureable**

Goals should be measurable so that you can track your progress.



**T**  
**Time-bound**

Goals need a target date, so you have something to work toward and focus on.

We've provided you a non Co-op example to help you understand how this can work.

When setting your goals think about the following questions:

- What will success look like?
- How am I going to get there?
- When do I want to achieve it by?

★ **Top tip** - Your goals should challenge you - be ambitious.

## Example of a RASMT goal

I have an amazing home for my family. By the end of the year, my house renovation will be complete. I will have created a home that is ready to host a family celebration completely redecorated and with a fully installed and operational new kitchen. I will have achieved this within my £7000 budget.

I will remain focused on my end goal throughout the project, celebrate my success and learn from any challenges I encounter. I will work in a positive way and create a good working environment in the house for anyone who contributes to the renovation.

- By the end February, I will have a clear plan of the work
- By mid March, there will be a confirmed price and supplier for the new kitchen (minimum of 3 quotes obtained)
- By the end June I will have completed the re-decoration of the upstairs rooms
- By the end of September the kitchen will have been installed and all plumbing complete
- Feedback on the quality of decorating finish in the house will be sought from Alice in May and September. I'll also gather feedback from my family on my overall goal when they visit on the 29th December.

To achieve my goal within the set budget, I will need to rely on my strength of being an inspirational communicator to engage others working with me. And will need to develop driving innovation to enable practical solutions for any challenges that I meet. I will need to learn how to decorate by end March. I will do this with the support of my friend Alice who runs a decorating business.

# Structuring your goals

The questions below will help you when setting goals for you or your team. We have used the same example as earlier in the guide so that you can see how this works.

**What is your vision?**

I have an amazing home for my family.

**What is your intention?**

By the end of the year, my house renovation will be complete. I will have created a home that is ready to host a family Christmas completely redecorated and will a fully installed and operational new kitchen. I will have achieved this within my £7000 budget.

**How will you go about approaching your goal?**

I will remain focused on my end goal throughout the project, celebrate my success and learn from any challenges I encounter. I will work in a positive way and create a good working environment in the house for anyone who contributes to the renovation.

**What are the next steps you need to take to achieve your goal and in what time frame?**

- By the end February, I will have a clear plan of the works
- By mid-March, there will be a confirmed price and supplier for the new kitchen (minimum of 3 quotes obtained)
- By the end June I will have completed the re-decoration of the upstairs rooms
- By the end of September the kitchen will have been installed and all plumbing complete

**Using the Co-op leadership or colleague standards, which of these are going to be important in reaching your goal and are:**

• **Strengths?**

To achieve my goal within the set budget, I will need to rely on my strength of being an inspirational communicator to engage others working with me

• **Areas you need to develop or get additional support for?**

I will need to develop driving innovation to enable practical solutions for any challenges that I meet. I will need to learn how to decorate by end March. I will do this with the support of my friend Alice who runs a decorating business.

**How will you know you have succeeded?**

Feedback on the quality of decorating finish in the house will be sought from Alice in May and September. I'll also gather feedback from my family on my overall goal when they visit on the 25th December.



# Co-op Colleague Behaviours

## Forging relationships

I take action to build and maintain trusted relationships, in order to understand and support my colleagues.

## Championing Co-op

I actively promote Co-op, it's people and its unique way of doing business, inside and outside of work.

## Developing others

I take personal responsibility for the development of my colleagues, providing feedback and support where appropriate in order to accelerate their personal growth.

## Vision and belief

I am passionate about Co-op's vision and beliefs and I ensure they are at the heart of everything my team and I do.

## Future focussed

I keep up to date with information about Co-op and it's future strategies and benefits they provide to our colleagues, members and the local community.

## Successful transformation

I make sure my colleagues and I act on, and take accountability for, Co-op's transformation and overall success.



## Inspirational communicator

I communicate in a clear, concise and appropriate manner that engages and relates to other colleagues.

## Personal growth

I focus on personal development within Co-op; developing my skills and capabilities to benefit me, my team and the wider community.

## Endless inclusion

I am inclusive in my thoughts and actions by showing an active interest in the views, backgrounds and ways of being of my colleagues and the wider community.

## Co-operation

I encourage co-operation between colleagues to promote an environment of trust, mutual respect and support.

## Driving innovation

I feel empowered to find new ways to improve the everyday challenges facing Co-op and our wider community.

## Speaking up

I speak up and encourage others to do so as well, in order to promote a culture of honesty, acceptance and improvement.

### Developing

The capability is understood but not shown.

### Good

The capability is understood but not always consistently shown.

### Expert

The capability is understood and consistently shown.

### Role Model

The capability is understood and the individual is known for championing it to others.

# Co-op Leadership Behaviours



## Forging relationships

I take action to build and nurture trusted relationships, in order to understand, support and guide others at all times.

## Championing Co-op

I actively promote Co-op, it's people and its unique way of doing business in the wider community.

## Developing others

I take personal responsibility for the performance and development of the colleagues within my team, acting as a coach and mentor where appropriate, constantly encouraging them to develop and grow into leaders of the future.

## Vision and belief

I am passionate about Co-op's core vision and beliefs, to drive commercial success, by ensuring that they are at the heart of everything my team and I do.

## Future focussed

I am inquisitive and drive my team to show that broad business insight, linked to future focused strategies, lead to commercial success, growth and increased opportunities for Co-op, our members and the local communities.

## Successful transformation

I lead my team and measure their results against how they effectively implement Co-op's transformation programmes, focusing on their ability to deliver company-wide success and sustained change.

## Inspirational communicator

I communicate in a clear, concise, appropriate, memorable and inspirational manner that engages others and encourages them to trust me. I listen to others first to understand their views.

## Personal growth

I am a role model for personal development within Co-op, seeking out opportunities to develop my skills and behaviours at all times to benefit me, my team and the local community.

## Endless inclusion

I welcome open and diverse views at the heart of everything I do. I am endlessly inclusive in my thoughts and actions, showing an active interest in the views, backgrounds and ways of being of my colleagues and the local community.

## Co-operation

I role model and encourage co-operation between individuals and teams to promote Co-op's better way of doing business for our communities.

## Driving innovation

I develop effective, creative and practical solutions, in order to meet the needs and challenges facing Co-op, it's colleagues, members and the local community.

## Speaking up

I speak up in meetings, at work and in my everyday interactions with my colleagues and the wider community to champion the ways of being at Co-op. I am appropriately open about my thoughts and feelings with others to create a culture of honesty and improvement.

## Developing

Developing the capability. May at times require support from others, particularly in unfamiliar or challenging scenarios.

## Good

Demonstrates the capability well within their own behaviour and promotes it within their teams.

## Expert

Consistently demonstrates the capability at a high level across a range of situations, both in their teams and across Co-op.

## Role Model

Creates a culture across Co-op that positively influence the use of each capability and is a constant champion and example of the behaviour to everyone internally and externally in the community and market.

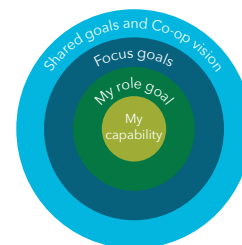
# Personal development plan

Name		Manager	
Job		Department	
Year		Grade	

Identify the development you need to help you to perform your role better, achieve your goals and future career aspirations.

Development need:	Development solution:	Expected results:	Date to be achieved by:	On-going review:
What skills, knowledge or our Ways of Being Co-op behaviours do you want to develop?	How will this need be met and what support do you need?	What changes or results are you hoping to achieve as a result of this development?	When do you hope to achieve this by?	What are you doing differently now?


# Setting your development goal



This is a worksheet designed to help you identify a development goal to grow your leadership. It will also help you pinpoint where you might inadvertently come unstuck so that you can make an informed choice to do something differently as you work towards your development goal.

Work through each step and make your notes as you go along.

## 1. Working out your development goal

 If you could be significantly better at one thing that would help you develop your leadership, in pursuit of your ambitions for 2019, what would it be?

### Prompts

- Something you've wanted to change before but found difficult to do?\*
- Something you get feedback on from others that you know deep down you need to change?\*

\*Consider what insights have emerged from Talkback results, Chemistry assessment (if applicable) and feedback from your manager or stakeholders.

### Stress test

- Does it require you to make choices to behave differently?
- Do you really want it for you?
- Do you feel a bit agitated inside when you picture yourself doing it – does it make you nervous and a little excited?



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## 2: Identifying where your behaviour is misaligned with your development goal



What do you do (or don't you do) that undermines your development goal?

### Prompts

- Think about a situation where you know you haven't been / done the 'one thing' you identified above - what would a third party observe you doing / not doing or saying / not saying in this instance?
- Do / not do, say / not say INSTEAD of what?
- Just what can be observed - don't analyse e.g. "I agree to what Frank asks me to do, and say yes when I want to say 'no!'" not "I put others' needs ahead of mine".



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### 3: Your hidden competing commitments



What positive intentions do you have that lead you to act in the way you've described above in Step 3?

#### Prompts

- Imagine doing the opposite of each thing you identified in step 2...what worries come up? E.g. "I worry if I say no, I might lose the rapport I have built with Frank."
- Taking each worry, can you see the positive intention behind that worry? Express it as a commitment e.g. "My worry of losing rapport with Frank tells me that I am committed to being liked in my relationship with him."

#### Stress test

- Does this commitment keep you safe somehow?
- Does the thought of letting it go make you feel uncomfortable?



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4: Your underlying assumptions

 What are you assuming to be true in the worries and associated commitments you have identified above?

Prompts

- Sit back and analyse the words
- Look for assumptions about cause and effects, that for you feel like they are unquestionable facts. E.g. To be valued, I must always do what others want. A good relationship is always harmonious.



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## 5: Experimenting with challenging yourself to evolve your approach



What could you try that would prove to you whether your assumption is correct?

### Prompts

- What can you try that would be different for you and would test whether each assumption you identified above is actually correct?
- What are the opportunities you have coming up to do something while this is fresh - what will you do and when?



And finally -

**Make learning a goal in its own right.** This will help you recommit to trying when things don't go how you plan; hold the mantra that 'I may have failed, but that doesn't mean I am a failure'.

**Sharing strengthens commitment.** Discuss this goal and the insight and thinking behind it with your manager. What support do you need from them? Where do you need permission or protection from them to really succeed at this?

**Put support in place.** Identify a colleague or peer to work with. Someone to talk about your experiences with who can challenge and support you to keep experimenting.