

# 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

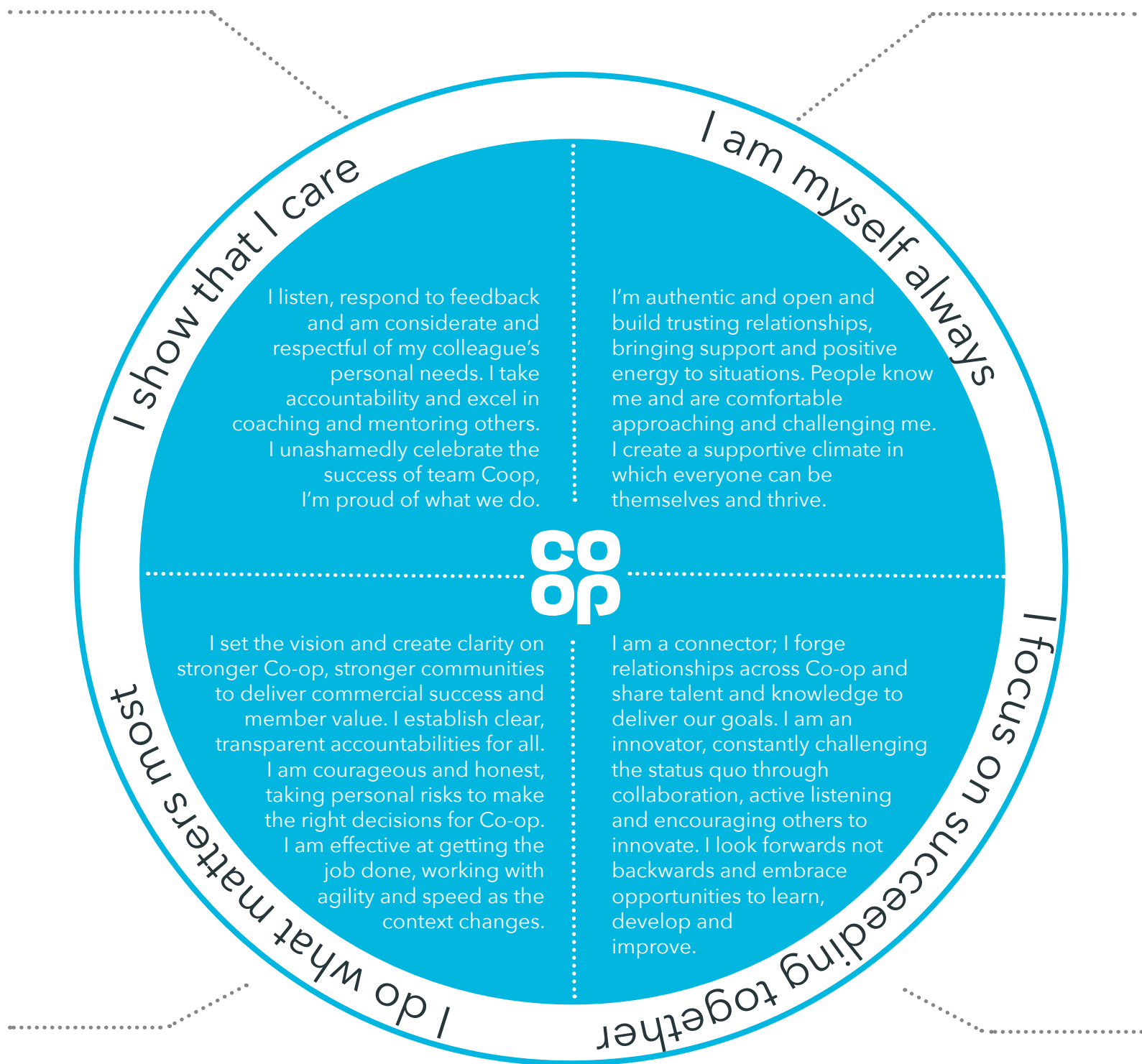
I am passionate about Co-op's core vision and beliefs, to drive commercial success, by ensuring that they are at the heart of everything my team and I do.

## 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.