

# The Co-op Colleague Behaviours Descriptions



# The Co-op Colleague Behaviour Clusters

## Co-op Ways of Being:

The Co-op colleague behaviours are aligned to Ways of Being Co-op. The colleague capability framework is designed to help Co-op colleagues understand how to live the Ways of Being Co-op; it should be seen as a step-by-step guide of what behaving like a great colleague in Co-op looks like. It is closely linked to the Leadership Capability Framework, which was developed for Co-op previously.

Ways of Being Co-op	Definition of Behaviours
I am myself always	I bring the best version of myself to work, so that I can contribute to the unique Co-op difference and I respect others for doing the same.
I do what matters most	I do what I can to deliver our Purpose: 'Championing a better way of doing business for you and your communities'.
I show that I care	I care about our Co-op, our colleagues, and the members, customers and communities, that we support and serve.
I focus on succeeding together	Co-operating is what makes us different; we're better and stronger when we work together.

## The Co-op Colleague Behaviours

Ways of Being Co-op	Colleague Behaviours
I am myself always	Inspirational Communicator
	Personal Growth
	Endless Inclusion
I do what matters most	Vision & Belief
	Successful Transformation
	Future Focused
I show that I care	Forging Relationships
	Championing Co-op
	Developing Others
I focus on succeeding together	Co-operation
	Driving Innovation
	Speaking Up

## The Capability Levels

The level of proficiency demonstrated in each behaviour is indicated by an incremental, four-tier levelling system. In order for an individual to be considered demonstrating the behaviour at a particular capability level, they must also be demonstrating the behaviours in the levels that precede it.

An explanation of the level of proficiency indicated by each level is provided below.

Level	Description
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.

I am myself always

Inspirational Communication

Personal Growth

Endless Inclusion

# I am myself always

I bring the best version of myself to work, so that I can contribute to the unique Co-op difference and I respect others for doing the same.

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

Developing	Good	Expert	Role Model
<p>I am able to talk to others, even if at times I find it difficult to do so.</p> <p>I will take the time to listen to the needs of customers, colleagues and members when I believe it is important to do so.</p>	<p>I can talk in a clear way when discussing simple and straightforward ideas.</p> <p>In my conversations with others, I always take the time to listen and understand their opinions and thoughts.</p>	<p>I am able to communicate concisely and engage others in my discussions.</p> <p>I listen to the opinions and thoughts of others and I change my style of communication so it makes sense to the person/audience I am talking too.</p>	<p>I am able to inspire the wider community through my communication and am known for regularly engaging with colleagues across Co-op, as well as customers and the wider community.</p> <p>I use storytelling when communicating with others in order to relate what I am trying to say to the person I am talking to.</p>

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

Developing	Good	Expert	Role Model
<p>I enjoy learning new skills and building my strengths when the opportunity is provided to me.</p> <p>I am open to feedback when it is given to me by others.</p>	<p>I actively seek out ways to learn new skills, build my strengths and improve my ways of working with others.</p> <p>I ask a variety of people for feedback and I consider it before starting new tasks.</p>	<p>I seek out ways of developing myself and I build a plan of how I am going to achieve my goals in a timely manner.</p> <p>I regularly ask other people in Co-op for ways to improve and I provide colleagues with relevant and constructive feedback.</p>	<p>I openly share my development plan with other colleagues within Co-op and I encourage them to do the same in order to improve themselves.</p> <p>I find opportunities for my colleague and me to develop ourselves at Co-op and gather feedback which is relevant to how we are performing.</p>

**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.

Developing	Good	Expert	Role Model
<p>I understand the importance of inclusivity at Co-op and how it adds value to what we do.</p> <p>I understand why listening to the thoughts and opinions of others is important and how it helps us to improve our service to the communities we serve.</p>	<p>I always try to be as inclusive as possible in everything that I do at Co-op.</p> <p>I am known for listening to my colleagues and for valuing everyone's opinion in order to welcome new ways of thinking.</p> <p>I make colleagues feel proud of being part of a diverse team with unique ideas within Co-op.</p>	<p>I know and help others to understand that our differences are our strengths and that is important that our teams reflect our communities they serve.</p> <p>I take the time to explore and understand my team and their views.</p> <p>I am part of creating an equal and diverse culture at Co-op, showing the value it provides to Co-op and its members.</p>	<p>I encourage my team to take the time and understand their colleagues, customers and members.</p> <p>I actively support colleagues in voicing their opinions and reach out to the communities we serve, in order to understand how we can continue to serve them.</p> <p>I educate others to see the value that diversity and inclusion provides to Co-op, the community and elsewhere.</p>

I do what matters most

Vision & Belief

Future Focused

Successful Transformation

# I do what matters most

I do what I can to deliver our Purpose: 'Championing a better way of doing business for you and your communities'.

**Vision & 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.

Developing	Good	Expert	Role Model
<p>I know Co-op's values and vision.</p> <p>I take into account Co-op's vision and beliefs when I am working.</p>	<p>I can easily explain the purpose of Co-op's vision and values to others.</p> <p>I consider Co-op's values and vision before making a decision.</p>	<p>I ensure that my team and I embrace Co-op's unique values and vision.</p> <p>I make sure my team and I understand Co-op's vision and beliefs and that we base our decisions around them.</p>	<p>I know Co-op's values and beliefs and share it with the wider community to make sure that they know how and why we do things differently to other companies.</p> <p>I support other colleagues to embrace Co-op's vision and beliefs and to take accountability for their actions against them.</p>

**Future Focused:** 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.

Developing	Good	Expert	Role Model
<p>I understand what makes Co-op different and how my contribution benefits our colleagues and the wider community.</p> <p>I think about how we can provide value to our members and the local community.</p>	<p>I understand Co-op's unique way of doing business and the part I play in its success.</p> <p>I ask others about our business and understand how Co-op is creating value for its members.</p>	<p>I help others to understand what makes Co-op different and how their contribution is benefitting our members and the community now and in the future.</p> <p>I keep up-to-date on how Co-op is introducing new things and share interesting and relevant information with my team.</p>	<p>I am known for my understanding of how Co-op does business today and the steps we are taking to improve our service in the future.</p> <p>I advocate and am proud of the difference in our organisation.</p> <p>I create a culture at work that encourages colleagues to research and share relevant information with others.</p>

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

Developing	Good	Expert	Role Model
<p>I support Co-op's successful change strategies.</p> <p>I take part in Co-op's change programmes whenever I am aware of them.</p>	<p>I actively support and embrace change at Co-op by communicating this success to others.</p> <p>I support the change programmes taking place in Co-op and take full accountability for my role within them.</p>	<p>I am an early adopter of change programmes.</p> <p>I make sure other colleagues are aware of our ongoing transformation strategies.</p> <p>I engage and involve colleagues from across Co-op in our change programmes.</p>	<p>I welcome change and support others to do the same.</p> <p>I take accountability, and hold others accountable, for the success of their projects.</p> <p>I promote an environment where the progress and impact of change programmes is communicated widely across Co-op.</p>



I show that I care

Forging Relationships

Championing Co-op

Developing Others

# I show that I care

I care about our Co-op, our colleagues, our members, our customers and our communities, now and for the future.

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

Developing	Good	Expert	Role Model
<p>I understand the importance of having strong working relationships.</p> <p>I prefer to have relationships and conversations, which focus on the work at hand.</p>	<p>I take time out of my day to build strong relationships with my team and other colleagues.</p> <p>When interacting with a colleague I have conversations that go beyond my work and daily tasks.</p> <p>I tend to listen carefully to others and respond with empathy.</p>	<p>I enjoy building strong working relationships with my colleagues across the different parts of Co-op.</p> <p>I seek to understand the backgrounds and opinions of my team and engage with them often in order to build trusted relationships.</p> <p>I always make sure that I listen carefully to others and offer support when they need it.</p>	<p>I build lasting, empathetic relationships with colleagues from across Co-op.</p> <p>I make sure I have open and honest conversations and provide relevant support and guidance.</p> <p>I encourage colleagues to build and maintain trusted relationships with each other by actively listening to our customers, our members and the wider community.</p>

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

Developing	Good	Expert	Role Model
<p>I reference the unique ways in which Co-op does business to people around me.</p> <p>I try to consider Co-op's unique ways of doing business in my actions at work</p>	<p>I positively talk about Co-op, it's values and our successes regularly and widely to as many people as possible.</p> <p>I demonstrate strong support for the unique ways in which Co-op does business in my actions, communications and decisions.</p>	<p>I encourage my colleagues to show their support for the unique ways in which Co-op does business.</p> <p>I make sure that Co-op's unique way of doing business is always considered in the actions and decisions that my team, my colleagues and I make.</p>	<p>I make sure that my colleagues and I live Co-op's unique ways of working across the organisation to try and do what's right for our members and communities.</p> <p>I champion a culture, which allows others to talk about their own and Co-op's successes to colleagues, customers, members and the wider community.</p>

## 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.

Developing	Good	Expert	Role Model
<p>I prefer not to provide others with feedback on their performance.</p> <p>I understand other colleagues' strengths and weaknesses.</p>	<p>I provide positive and constructive feedback to others in my team.</p> <p>I assist with the development of others during learning and development activities.</p> <p>I am engaged during scheduled coaching or feedback sessions.</p>	<p>I regularly provide honest and insightful feedback to others in my team.</p> <p>I gather opinions from other people within Co-op to help reduce bias in the feedback I provide.</p> <p>I make the best use of resources available to me and link these to my and others' needs.</p>	<p>I create an environment where honest and open feedback is encouraged and provided between employees.</p> <p>I coach others and link the feedback I give to the needs and motivations of the person I am talking too.</p> <p>I help develop and launch projects to provide support and growth opportunities to other colleagues in Co-op.</p>

I focus on  
succeeding together

Co-operation

Driving Innovation

Speaking Up

# Succeeding Together

Co-operating is what makes us different; we're better and stronger when we work together.

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

Developing	Good	Expert	Role Model
<p>I prefer working alone, as I feel I can achieve more that way.</p> <p>I can work well with colleagues, when asked to do so.</p> <p>While I do not actively seek to work with others, I make sure I do my best when working in a team.</p>	<p>I work well both on my own and in a team in order to maximise time and effort, and to reach more</p> <p>I approach colleagues to work on projects, because I believe we can achieve more together.</p>	<p>I help colleagues to see the value in co-operating with others in order to achieve more and provide a great service to Co-op and our communities.</p> <p>I bring others together to solve issues when they arise and create an environment of respect and support.</p>	<p>I help to create a culture of co-operation, which rewards individuals for trusting and supporting others in order to achieve more.</p> <p>I collaborate with others across Co-op to look out for and solve problems before they happen.</p>

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

Developing	Good	Expert	Role Model
<p>I prefer using tried-and-tested methods at work to solve issues I encounter.</p> <p>I make sure everything I do meets the current needs of Co-op by providing solutions to the issues I face when I come to work.</p>	<p>I provide creative and practical solutions to problems when they do not already exist.</p> <p>I think about the short- and long-term needs of Co-op when fixing the issues I face in my everyday work.</p>	<p>I use many and various concepts to solve problems by finding innovative solutions to the challenges facing our customers, our members and the local community.</p> <p>The solutions I recommend are innovative and help to solve ongoing issues facing my team, our customers and the wider community</p> <p>When multiple attempts are necessary to find a solution I find ways to overcome the challenges and risks I am facing.</p>	<p>I encourage colleagues to find creative fixes to the ongoing challenges facing our team, Co-op and the wider community.</p> <p>I help creating a supportive environment, which empowers others to share their thoughts and opinions, to help drive innovation and to solve the issues facing Co-op.</p> <p>When multiple attempts are necessary to find a solution, I support other colleagues in overcoming the challenges and risks they are facing.</p>

**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	Good	Expert	Role Model
<p>I prefer keeping the opinions I have to myself, rather than sharing them with others at work.</p> <p>I don't enjoy confrontation with others and try to avoid it where possible.</p>	<p>I speak up when necessary, even if I do not find it easy to tell others what I think.</p> <p>I challenge other people on their views and voice my concerns, when their behaviour affects me personally.</p>	<p>I show courage by being transparent and straight-forward when voicing my concerns.</p> <p>I often find myself speaking up and challenging others in order to address issues facing my colleagues and me.</p>	<p>I encourage my team and other colleagues to speak up when standards are not being met.</p> <p>I provide support to others who find it hard to speak their mind, making sure everyone's opinion is heard and Co-op's ethical standards are always upheld.</p>