

Co-op's Colleague Behavioural Framework



What are they?

Colleague Behaviours

How to use them

Why they are important?

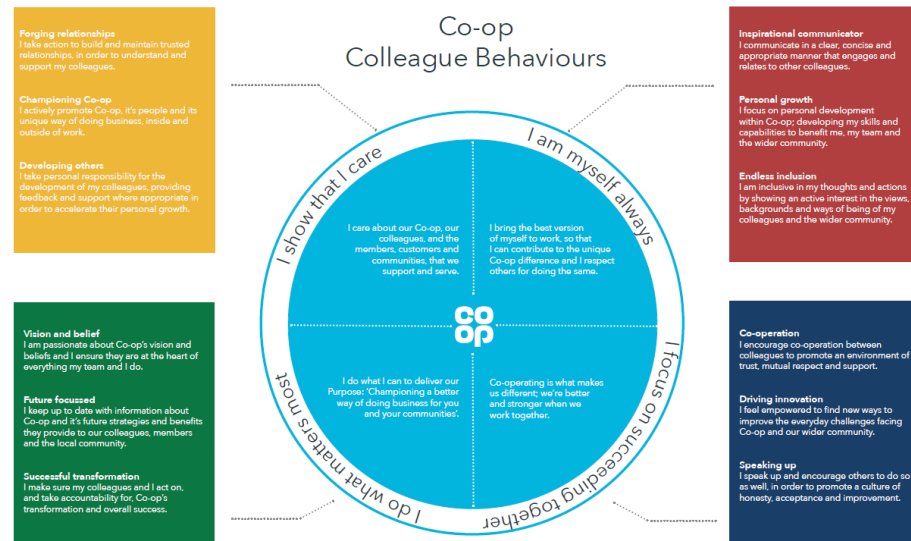
The Co-op Behaviours create a common language and give us a way of measuring success. They provide us with clarity on what we need to do as colleagues, and how this enables us to co-operate for a fairer world

To help you identify which behaviours may be important for you to focus on you may want to ask yourself:



It's normal to be strong in some areas and less strong in others - the goal isn't to reach 'role model' for each behaviour - the key is to determine which behaviours matter most to you, your role, and the Co-op right now. There may be some behaviours that you may demonstrate more than others. This will depend on your role and the broader context you are operating in

Behaviours can change, and by spending more time focusing on them, and understanding our strengths and focus areas, we can develop and grow ourselves at Co-op.



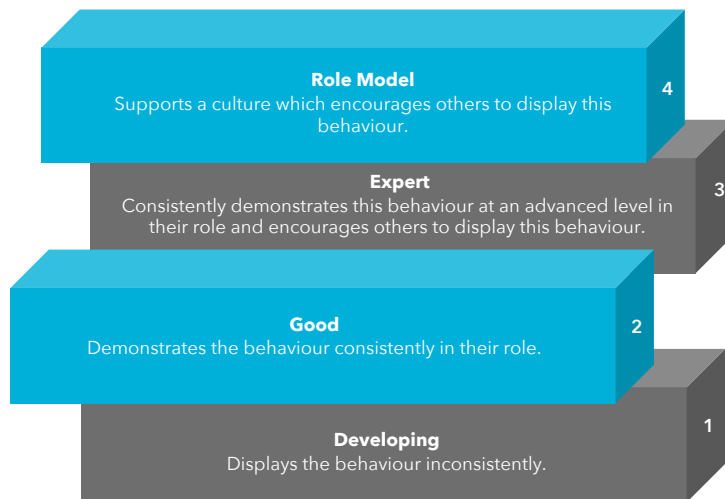
Together all of the 12 behaviours are important because they define **how** we support Co-op in the right way. However, there will be some behaviours which are more important based on your role and what you want to achieve as a colleague at Co-op.

There are 12 Co-op behaviours which are aligned to our Ways of Being.

The behaviours create a common language and underpin and enable performance by defining how we do things at Co-op.

They provide a clarity and focus for all colleagues in the organisation around development, performance and recruitment.

Under each behaviour there are 4 levels. The levels in the framework build on one another. For example, you can't achieve an Expert level in a certain behaviour without first displaying everything in the Developing and Good levels.



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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Inspirational Communication.	<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 to.</p>	<p>I am able to inspire the wider community through my communication and am known for regularly engaging with colleagues, 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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Personal Growth.	<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 for ways to improve and I provide colleagues with relevant and constructive feedback.</p>	<p>I openly share my development plan with other colleagues and I encourage them to do the same in order to improve themselves.</p> <p>I find opportunities for my colleagues and me to develop ourselves 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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Endless Inclusion.	<p>I understand the importance of inclusivity 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.</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.</p>	<p>I know and help others to understand that our differences are our strengths and that it 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, showing the value it provides.</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 colleagues, the community and elsewhere.</p>

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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Vision & Belief.	<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 them 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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Future Focused.	<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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Successful Transformation.	<p>I support successful change strategies.</p> <p>I take part in change programmes whenever I am aware of them.</p> <p>I follow the plans and processes given to me by the organisation and/or my other colleagues.</p>	<p>I actively support and embrace company wide change by communicating success to others.</p> <p>I support the change programmes taking place and take full accountability for my role within them.</p> <p>I structure and organise my work and that of colleagues to successfully achieve and deliver results.</p>	<p>I am an early adopter of change programmes.</p> <p>I make sure other colleagues are aware of our ongoing transformation strategies and work to involve colleagues in these programmes.</p> <p>I identify and remove blockers to effectively deliver results and leave colleagues with a sense of control.</p>	<p>I encourage my colleagues to be proactive and take initiative to successfully deliver results.</p> <p>I take accountability, and hold others accountable, for the success of their projects, including promoting a culture of constant focus on the value provided to customers.</p> <p>I promote an environment where the progress and impact of change programmes is communicated widely.</p>

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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Forging Relationships.	<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 the business.</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 the business.</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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Championing Co-op.	<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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Developing Others.	<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 others 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 own 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.</p>

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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Co-operation.	<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 members 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 the business 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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Driving Innovation.	<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 by providing solutions to the issues I face when I come to work.</p> <p>I see value in looking at issues from different viewpoints.</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 the business when fixing the issues I face in my everyday work.</p> <p>I weigh up alternative options when making decisions and consider different ideas and viewpoints held by my colleagues.</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 compare a number of different options 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, members and the wider community.</p> <p>I help create a supportive environment, which empowers others to share their thoughts and opinions and to help drive innovation.</p> <p>I encourage my colleagues to consider different options when dealing with the challenges they face, in order to help them create the best solution possible before taking action.</p>
Speaking Up	I speak up and encourage others do so as well, in order to promote a culture of honesty, acceptance and improvement.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Speaking Up.	<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 might change my position or views when challenged by others.</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 am confident when explaining my position and beliefs.</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 am confident when I am challenged by others.</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 ethical standards are always upheld.</p> <p>I help build confidence and enthusiasm in the organisation and how it is improving itself as a whole.</p>

Appendix: Behavioural Indicators



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.				
Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Inspirational Communication	I communicate in a clear, concise and appropriate manner that engages and relates to other colleagues.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Inspirational Communication 	<ul style="list-style-type: none"> Is able to communicate to others, but may not consistently do so in a clear and concise way Tries to listen to other people, but they may not always adjust their communication style in a way that shows they have listened and understood 	<ul style="list-style-type: none"> Talks in a clear and concise way when discussing simple and straightforward ideas Listens carefully to others and adjusts their communication style and messages in a way that shows they've listened to what has been said 	<ul style="list-style-type: none"> Communicates in an authentic way that is meaningful to the audience they are talking to Listens to the thoughts and opinion of others, and changes communication styles as needed 	<ul style="list-style-type: none"> Inspires the wider community through their communication, regularly engaging with colleagues, customers and the community to bring their message to life Uses storytelling when communicating with others in order to relate what they are trying to say to the person they are talking to and help others to do the same Creates an environment which encourages others to listen to each other in order to better understand each other's points of view
Personal Growth	I focus on personal development within Co-op; developing my skills and capabilities to benefit me, my team and the wider community.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Personal Growth 	<ul style="list-style-type: none"> Enjoys developing behaviours and learning new skills when the opportunity is provided, but may not take ownership of this themselves Is open to feedback when it is given to them but, may not regularly ask for it from others 	<ul style="list-style-type: none"> Actively seeks out ways to learn new skills, behaviours and ways of working Will ask others for feedback and can show how they have applied it in their day-to-day work 	<ul style="list-style-type: none"> Encourages others to focus on their personal development through promoting the learning of new skills, behaviours and ways of working Tracks and monitors how they are developing, sharing it with other colleagues and motivating them to do the same Helps their colleagues to provide relevant and constructive feedback to each other 	<ul style="list-style-type: none"> Creates an environment where colleagues are encouraged to learn new skills, behaviours and ways of working that can be applied in their day-to-day work Creates an environment where individuals share their development plans with other colleagues to help everyone develop together, making personal development a normal practice Find opportunities for colleagues to develop themselves and gather feedback which is relevant to how they are performing

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.				
Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
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.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Endless Inclusion 	<ul style="list-style-type: none"> Understands the importance of diversity and inclusion in the workplace, but it may not consistently be shown in what they do Understands the importance of listening to the thoughts and opinions of others, to help improve the services the business provides, but may not consistently act on what they find out 	<ul style="list-style-type: none"> Shows that they understand the importance of diversity and inclusion in the workplace, and tries to be as inclusive as possible in everything that they do at work Listens to their colleagues, valuing everyone's opinions and helping them feel proud to be a part of a diverse group of colleagues Shows that they have considered the different communities they serve through their actions at work 	<ul style="list-style-type: none"> Helps others to understand that diversity helps to make the business stronger and more successful Actively promotes the importance of having an equal and diverse culture, and talks about the value it provides to others Ensures other colleagues have thought about the different communities they serve in the actions they take 	<ul style="list-style-type: none"> Educates others on the value that diversity and inclusion provides to the business, colleagues and within the wider community Supports colleagues in voicing their opinions about diversity and inclusion within the communities the business supports, to find out how they can best serve them Ensures that colleagues consider the backgrounds, views and ways of being of other colleagues in the things they do at work

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'.

Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
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.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Vision & Belief 	<ul style="list-style-type: none"> Shows an awareness of the vision and beliefs of the business but may find it difficult to relate them to their role Considers the vision and beliefs of the business when they are working, but may not show this consistently in the decisions they make 	<ul style="list-style-type: none"> Can clearly explain the vision and beliefs of the business, why it is important and how it impacts the way they do their job Demonstrates that they consider the vision and beliefs of the business in the decisions they make 	<ul style="list-style-type: none"> Explains the business' unique vision and beliefs to other colleagues and helps them to relate it to their role Encourages their colleagues to take the time to understand the business' vision and beliefs so that they can use them to inform the decisions they make 	<ul style="list-style-type: none"> Promotes an environment which values sharing the business' vision and beliefs with others, so that they understand how the business does things differently and the benefits it provides Supports an environment which helps colleagues to embrace the vision and beliefs of the business, and incorporate them in the actions and decisions they make
Future Focused	I keep up to date with information about Co-op and understand how its vision and strategy are focussed on benefitting our members and the local community.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Future Focused 	<ul style="list-style-type: none"> They understand what makes the business different to other companies, but may not consider how this is relevant to their role It is clear that they are trying to think about how they can provide more benefits to members and the wider community, but they may not always show this in the decisions they make 	<ul style="list-style-type: none"> Can articulate the business' difference, what makes the business different and how their role and behaviour effects its continued commercial success They are commercially-minded and show that they understand how the business creates value through the decisions they make Asks others in the business to improve their understanding of vision, strategy and purpose 	<ul style="list-style-type: none"> Helps other colleagues to understand what makes the business different and know the part their role plays in helping benefit customers, members and communities Helps colleagues to become more commercially-minded and to consider the unique way in which the decisions they make have a wider impact Keeps up-to-date on how the business is creating commercial and social value for its members and the wider community and encourages colleagues to do the same by sharing interesting and relevant information with them 	<ul style="list-style-type: none"> Creates an environment where colleagues focus on understanding what makes the business different and their role in helping it to win Puts steps in place to ensure that colleagues think about their contribution to the commercial success of the business before making decisions that could impact it and the members and communities it supports Supports an environment that encourages colleagues to research and share relevant information with others to grow the business Actively shares information on the new vision, strategy and initiatives with others

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'.				
Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Successful Transformation	I understand that everyone within Co-op is accountable and responsible for its overall success as a business, and my role in embracing, embedding and sustaining change			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Successful Transformation 	<ul style="list-style-type: none"> Follows the plans and processes provided to them by others, but may not do so on a consistent basis Generally supports changes impacting them in their role, but it may depend on the situation 	<ul style="list-style-type: none"> Structures and organises their work to successfully achieve and deliver results on time Actively supports and embraces changes in their role to make sure the business is continually improving (e.g. new schemes, technologies and/or processes created for colleagues) 	<ul style="list-style-type: none"> Helps others to manage their time by identifying and removing obstacles, so that colleagues can deliver the best possible results, by giving them control over what they need to do Encourages colleagues to embrace new changes by showing the benefits they provide and embedding them in day-to-day business operations 	<ul style="list-style-type: none"> Promotes an environment where colleagues are proactive and take initiative in order to deliver results successfully and on time Makes sure colleagues embrace new changes in the business and are excited by the difference it will make to them, their colleagues and members of the communities they support Creates an environment which enables colleagues to embed and sustain changes across the business in their day-to-day activities

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.

Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Forging Relationships	I actively build and maintain relationships with colleagues across Co-op, with customers and communities and understand the value in doing so.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Forging Relationships 	<ul style="list-style-type: none"> Shows they understand the importance of having strong relationships, but may not always spend time seeking out new ones or building them When interacting with others, their conversations focus on getting to know each other, rather than just the task at hand 	<ul style="list-style-type: none"> Takes time out of their day to build strong relationships with other colleagues, members and customers Has conversation which go beyond their work, helping them to build on their current relationships by showing that they have listened and understood their point of view 	<ul style="list-style-type: none"> Values building new relationships with a range of different colleagues and customers, and encourages others to do the same Seeks to understand the backgrounds and opinions of their colleagues and customers, by actively listening to them, often to help build new connections 	<ul style="list-style-type: none"> Promotes an environment where individuals build long lasting relationships with their colleagues, customers, and members of the communities that the business supports Actively promotes an environment which encourages colleagues to truly empathise and consider other's feelings and viewpoints by listening to their needs and opinions
Championing Co-op	I actively promote Co-op, its purpose, people and its unique way of doing business, both inside and outside of work.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Championing Co-op 	<ul style="list-style-type: none"> Speaks about the business positively to other people, but may not do so consistently Gets involved in activities that promote the business, but not on a regular basis Tries to consider the business' purpose, but it may not be shown in their actions 	<ul style="list-style-type: none"> Speaks widely to others about why the business is different to other organisations Actively involves themselves in activities that promote the business to others and supports the communities they serve Shows they have considered the business' purpose in the actions they take 	<ul style="list-style-type: none"> Encourages others to show their support for the unique way the organisation does business Motivates others to get involved in activities that promote the business and its way of thinking Helps others to put into practice the business' purpose and way of thinking in the actions they take at work 	<ul style="list-style-type: none"> Champions an environment where colleagues build credibility in the communities they support by speaking about why the business is different to other companies Creates an environment which encourages others to get involved in activities that promote the work of the business and build trust in the wider community Ensures that others consider the business' purpose and way of thinking in the actions they take and the work they do

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.				
Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Developing Others	I care about the development of my colleagues and provide feedback and support where appropriate to help us realise our full potential.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Developing Others 	<ul style="list-style-type: none"> Provides feedback to others at times, but may not do so on a regular basis Shows awareness of colleagues who are trying to develop, but may not act on this information consistently 	<ul style="list-style-type: none"> Seeks to understand the goals and intentions of others and provides relevant feedback to support them Helps others to develop by assisting them during learning and development activities Is visibly engaged and interested during scheduled coaching and development sessions 	<ul style="list-style-type: none"> Encourages colleagues to spend time exploring the motivations, goals and intentions of others, to help support their development in the right way Helps colleagues to provide balanced and constructive feedback by drawing on the thoughts and opinions of a number of other colleagues to do this Recommends learning and development resources to colleagues that are relevant to their development needs and will help them achieve their goals 	<ul style="list-style-type: none"> Creates an environment where individuals take the time to understand what their colleagues want from their careers and why, and use this information to support their development Creates an environment which encourages colleagues to have conversations about their development and to gather feedback on how they could do things differently Actively contributes to the development of projects within the business that focus on providing colleagues with growth opportunities and support

Succeeding together

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Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Co-operation	I encourage co-operation between colleagues to promote an environment of trust, mutual respect and support.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Co-operation 	<ul style="list-style-type: none"> Is able to work well as part of a team when asked to do so, but may not actively seek to do this Sees the benefit of working as a team, but may prefer working alone because they feel they can achieve more that way 	<ul style="list-style-type: none"> Works well as part of a team to help get things done more quickly Asks others to work together and shows they understand the benefits of working together 	<ul style="list-style-type: none"> Brings others together in order to solve issues more quickly Helps colleagues to see the value in co-operating with others to achieve more and to provide a greater service to the colleagues, members and communities the business serves 	<ul style="list-style-type: none"> Creates an environment where individuals reach out to colleagues across the business to solve issues and to provide more value to the business Promotes co-operation which brings colleagues and members together and rewards individuals for supporting and trusting others
Driving Innovation	I feel empowered to find new ways to continuously improve the everyday challenges facing Co-op and our wider community.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Driving Innovation 	<ul style="list-style-type: none"> They deal with immediate issues facing them at work, but may not focusing on driving efficiencies and improvements for the business Provides short-term solution based on what has worked in the past, but therefore may not provide the 'right' solution to solve the issue the business is facing Sees value in looking at issues from different points of view, but may not consistently apply them to the solutions they create 	<ul style="list-style-type: none"> Provides solutions that focus on driving business efficiencies and improvements Provides creative and practical solutions to problems which help solve the issues they face in their everyday work Weights up different options when making decisions and thinks about different ideas and viewpoints held by their colleagues 	<ul style="list-style-type: none"> Finds new and creative solutions to the challenges facing customers, members and the local community The solutions they recommend are innovative and help to solve ongoing issues facing colleagues and the wider community When finding a solution appears difficult, they persevere and compare a number of different options to overcome the challenges and risks they are facing 	<ul style="list-style-type: none"> Creates an environment which encourages colleagues to find creative solutions to the ongoing challenges facing customers, colleagues, members and the wider community Creates an environment where people feel comfortable sharing their thoughts and opinions to help drive innovation Creates an environment where colleagues consider different options when dealing with the challenges they face, to help them create the best solution possible

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Does not Display	Developing	Good	Expert	Role Model
Does not show any evidence of this behaviour.	Displays the behaviour inconsistently.	Demonstrates the behaviour consistently in their role.	Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.	Supports a culture which encourages others to display this behaviour.
Speaking Up	I speak up and encourage others to do the same, in order to promote a culture of honesty, acceptance and improvement.			
Does not Display	Developing	Good	Expert	Role Model
<ul style="list-style-type: none"> Does not display any of the behavioural requirements for Speaking Up 	<ul style="list-style-type: none"> They provide their thoughts and opinions, but may not be mindful of the impact it has on others Voices their opinions to others when they believe something might be impacting the business' success, but they may not do so consistently to prevent confrontation with others 	<ul style="list-style-type: none"> Speaks up when they need to, even if they do not find it easy to tell others what they think Shows that they can respectfully challenge others and act when they believe something might be impacting the business' success 	<ul style="list-style-type: none"> Gives others a voice by listening to their point of view and sharing it with others, remaining confident even when they are challenged by the business They respectfully challenge others, and encourage colleagues to do the same, to raise issues and act when they believe something may be affecting the business' success 	<ul style="list-style-type: none"> Promotes an environment where colleagues support others who find it hard to speak their mind, making sure everyone's opinion is heard and standards are always met Makes sure that colleagues' thoughts and opinions are heard, to improve how things are done and build confidence, enthusiasm and a sense of ownership in the future direction of the business