

The Co-op Leadership Behaviours Descriptions



The Co-op Leadership Behaviour Clusters

Co-op Ways of Being:

The Co-op leadership behaviours are aligned to our Ways of Being Co-op. The leadership capability framework is designed to help Co-op leaders understand how to demonstrate our Ways of Being Co-op; it should be seen as a step-by-step guide of what behaving like a great leader in Co-op looks like.

Ways of Being Co-op	Definition of Behaviours
I am myself always	I'm authentic and open and build trusting relationships, bringing support and positive energy to situations. People know me and are comfortable approaching and challenging me. I create a supportive climate in which everyone can be themselves and thrive.
I do what matters most	I set the vision and create clarity on stronger Co-op, stronger communities to deliver commercial success and member value. I establish clear, transparent accountabilities for all. I am courageous and honest, taking personal risks to make the right decisions for Co-op. I am effective at getting the job done, working with agility and speed as the context changes.
I show that I care	I listen, respond to feedback and am considerate and respectful of my colleague's personal needs. I take accountability and excel in coaching and mentoring others. I unashamedly celebrate the success of team Co-op, I'm proud of what we do.
I focus on succeeding together	I am a connector; I forge relationships across Co-op and share talent and knowledge to deliver our goals. I am an innovator, constantly challenging the status quo through collaboration, active listening and encouraging others to innovate. I look forwards not backwards and embrace opportunities to learn, develop and improve.

The Co-op Leadership Behaviours

Ways of Being Co-op	Leadership 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	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.

I am myself always

Inspirational Communication

Personal Growth

Endless Inclusion

I am myself always

I'm authentic and open and build trusting relationships, bringing support and positive energy to situations. People know me and are comfortable approaching and challenging me. I create a supportive climate in which everyone can be themselves and thrive.

Inspirational Communication: 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.

Developing	Good	Expert	Role Model
I can communicate effectively but may find speaking about new or complex concepts more challenging.	I speak in a clear, appropriate and inspirational manner, and convey my message with passion and purpose, energy and belief.	I ensure that my team's communication is memorable and inspirational, helping them to think about their audience in order to bring their message to life.	I lead the way and provide the vehicles that enable others to efficiently communicate Co-op's unique position in the market by providing inspirational insight, vision and stories which go beyond the status quo, pushing boundaries to change the face of the industry.

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.

Developing	Good	Expert	Role Model
Development conversations only take place during scheduled reviews; I do not consistently chase feedback, advice or assistance from colleagues.	I own, proactively manage and drive my development and welcome colleague's feedback to inform this, encouraging my team to do the same.	I understand my strengths and development opportunities and am honest about them with my team. I regularly communicate the importance of personal development, prioritising time to invest in myself and encouraging my team to focus on it too.	I create a culture of self-development which encourages others to seek growth opportunities. I inspire growth in others by seeking knowledge through collaboration, networking and meeting people outside of Co-op in order to grow my own capabilities.

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.

Developing	Good	Expert	Role Model
I understand that I may have some unconscious biases and that there may be a need to change my approach to be more inclusive, helping others to achieve and be successful.	I am known for being inclusive in my approach to everything I do and influencing positive change throughout Co-op around inclusion. I show that I understand how bias can affect decision making.	I make time to ensure that my team is known for influencing positive, inclusive change throughout Co-op. I help others to understand how bias can affect decision making and how different opinions can help to come to better decisions. I share relevant and meaningful insights from the external market to unlock creativity, capture opinions on inclusion and shape training within the organisation.	I make sure that inclusion is at the heart of everything that Co-op does. I role model this through my ways of working; shaping Co-op's strategy and aligning it to the wider, long-term vision.

I do what matters most

Vision & Belief

Future Focused

Successful Transformation

I do what matters most

I set the vision and create clarity on our Stronger Co-op, Stronger Communities ambition to deliver commercial success and member value. I establish clear, transparent accountabilities for all. I am courageous and honest, taking personal risks to make the right decisions for Co-op. I am effective at getting the job done, working with agility and speed as the context changes

Vision & 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.

Developing	Good	Expert	Role Model
I articulate a clear and comprehensive understanding of Co-op's vision and values and demonstrate knowledge of how my team's performance aligns to commercial success and member value.	I am passionate about and ensure that my personal decisions align to the vision and beliefs of Co-op, and recommend that my team's actions and decision-making affects how the Co-op impacts the lives and wellbeing of the community around them.	I inspire others with Co-op's vision and beliefs and set the priorities of my team to focus on actions and decisions that generate commercial success and help to improve the lives and wellbeing of the community.	I create an environment where leaders and colleagues not only embrace the Co-op vision, but they take personal accountability for their actions in line with Co-op's values and beliefs.

Future Focused: 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.

Developing	Good	Expert	Role Model
I am commercially astute with an understanding of how my contribution to Co-op's profit will benefit my team, members and the community.	I consistently read and research information about Co-op, our competitors and the market to stay on top of news, external trends and changes, in order to guide my commercial decisions and focus my future strategies to deliver results.	I create a culture within my team that actively encourages them to share information, insights and trends. I inspire them to focus on Co-op's revenue growth, member value, market impact and community benefit, ensuring that they align their strategies and activity to maximise profitability.	I deliver a culture within Co-op that encourages all managers and their teams to gather insight to inform effective and sustainable strategies, revenue growth, member value, market impact and community benefit.

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.

Developing	Good	Expert	Role Model
I actively support, embrace and implement successful transformation strategies, but may need prompting to communicate this success to others.	I lead my team to implement successful transformation on time and to budget, working to engage and actively involve individuals from across Co-op.	I drive best practice for successful transformation throughout my team and across Co-op, by measuring and holding colleagues accountable for the success of their projects and communication this progress widely across Co-op.	I promote environments across Co-op that ensure that leaders hold their teams accountable for the success of their transformation projects. I am known within Co-op and the market for role modeling the implementation of commercially successful transformation programmes.

I show that I care

Forging Relationships

Championing Co-op

Developing Others

I show that I care

I listen, respond to feedback and am considerate and respectful of my colleague's personal needs. I take accountability and excel in coaching and mentoring others. I unashamedly celebrate the success of team Co-op, I'm proud of what we do

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

Developing	Good	Expert	Role Model
I may not actively work to maintain relationships unless necessary, and can find confrontation difficult.	I take time out of my day to build strong relationships with my team and my colleagues across the whole of Co-op. I use empathy and wisdom in the way I relate to enable me to influence effectively and deliver results.	I ensure that my team build strong and influential relationships across the industry and the community connecting people to create highly influencing and challenging networks that benefit Co-op.	I motivate my peers to build trusted cross-industry, cross-community relationships by making them aware of the value it can provide to both themselves and to the whole of Co-op for the long term.

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

Developing	Good	Expert	Role Model
I consistently make reference to the ways in which Co-op does business, but it does not always drive my actions, communications and decision-making process.	I demonstrate, in my ways of working, a strong advocacy for the unique ways in which Co-op does business, championing it's people and it's successes frequently.	I ensure that my team advocates the unique way in which Co-op does business, actively finding ways to champion its people, their successes and demonstrating the importance of this across external networks and the community	I introduce new, efficient ways of working across the organisation to promote and embed Co-op's unique ways and reasons for creating commercial success and to impact all colleagues and the community. I champion a culture, which vocalises the collective success of Co-op's community initiatives.

Developing Others: I takes 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.

Developing	Good	Expert	Role Model
I advise through 121s, but may not prioritise the development of others over delivery commitments. I am aware of the performance levels of those in my team but may not clearly measure or communicate these against objectives.	I consistently measure and communicate the performance of my team against their objectives, taking the opportunity to give regular feedback outside of 121s or catch-ups. My development conversations are a balance of understanding the individual's personal motivations and working on their capability. I make the best use of resources available internally and link these to the individuals needs and career goals.	I take full responsibility for the performance management, coaching and mentoring of my team, unlocking their full potential and developing individuals to be their best. I personalise the development journey for each, creating development plans based on an understanding of their personal intent, personality and the organisations requirements to encourage development, and to ensure the right development takes place.	I set a global benchmark for performance management and development, giving everyone the opportunity to be the best version of themselves. I hold my peers accountable for the development of their teams and introduce innovative ways of coaching and mentoring to Co-op, based on my knowledge of how things are done elsewhere.

I focus on
succeeding together

Co-operation

Driving Innovation

Speaking Up

Succeeding Together

I am a connector; I forge relationships across Co-op and share talent and knowledge to deliver our goals. I am an innovator, constantly challenging the status quo through collaboration, active listening and encouraging others to innovate. I look forwards not backwards and embrace opportunities to learn, develop and improve.

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.

Developing	Good	Expert	Role Model
I like to work independently where possible to maximise my time and effort, to ensure I deliver my own goals.	I see the value of using co-operation to deliver the objectives of Co-op and, when it adds value, draw upon expertise from across the business.	My team and I excel at wise and effective collaboration by identifying internal expertise to create opportunities for all teams and departments to connect, in order to achieve and surpass strategic business goals.	I create and promote a culture where effective collaboration across departments, locations and businesses is seen as essential in order to develop a better way of doing business.

Driving Innovation: I develop effective, creative and practical solutions, in order to meet the needs and challenges facing Co-op, its colleagues, members and the local community.

Developing	Good	Expert	Role Model
I prefer to use tried-and-tested methods, prioritising the "right" solution over a new or creative one.	I develop effective, creative and practical solutions together with my team in order to meet the needs of Co-op, its customers, its members and the local community.	I create a culture within my team where everyone is encouraged to pursue innovative solutions to challenges. I make sure others understand that it may take multiple attempts to succeed and I emphasise the importance of continuous improvement.	I am known for promoting a culture across the business that supports and encourages others to share creative, original solutions. I ensure others are comfortable with taking calculated, managed risks in order to succeed in addressing Co-op's needs and challenges.

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	Good	Expert	Role Model
I am not always comfortable with challenging other people, and may not always voice my own thoughts, concerns, or point out when things are going wrong.	I show courage to promote the co-op ways of being and speak my mind with colleagues when needed to champion commercial success, transformation and to deliver results. I want the best for Co-op and therefore will speak up and challenge others to improve current standards internally.	I empower my team to speak up when standards are not being met in order to promote a culture of honesty and improvement, and shift the standards by which success is measured in order to deliver results that create commercial success and the right transformations within Co-op.	I create a culture of honesty and improvement within Co-op, developing new channels of communication, which allow colleagues across the whole of Co-op to speak up when the ways of being are not met. I am courageous and willing to stand alone to promote the delivery of results leading to commercial success and transformation within Co-op.