

Co-op's Leadership Behavioural Framework



What are they?

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.



Leadership Behaviours

How to use them

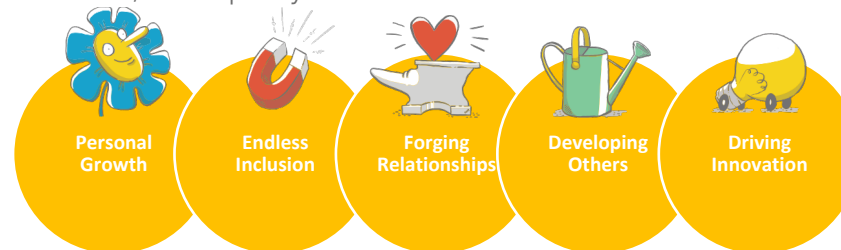
Why they are important?

The Co-op Leadership 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 Leaders, and how this enables us to co-operate for a fairer world

Together all of the 12 behaviours are important because they define **how** we lead 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 Leader at Co-op.

Remember the leadership framework applies to levels A-D and is not about people leadership

There are 5 key behaviours that have been found to drive performance at Leadership level and by focusing on these we expect to achieve better results, more quickly. These are:



There may be other behaviours that are key to enable you to be a great Leader now and in the future, these will depend on your role, team and the broader context you are operating in.

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.

Behaviours can change, and by spending more time focusing on them, and understanding our strengths and focus areas, we can develop and grow ourselves as Leaders.

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, appropriate, memorable and inspirational manner that engages others and encourages them to trust me. I listen to others first to understand their views.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Inspirational Communication.	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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Personal Growth.	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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Endless Inclusion.	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				
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 core vision and beliefs, using them build a Co-op culture of commercial success and helping the business grow, by ensuring that 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.	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, leads to commercial success, growth and increased opportunities, so Co-op can win for its colleagues, members and the local communities.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Future Focused.	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 actively encourage my team 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 ensure colleagues hold each other accountable for delivering positive and sustainable change, measuring the success of their transformation programmes to enable the business to grow and ensure we are winning as Co-op.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Successful Transformation.	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 communicate 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				
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 nurture trusted relationships, in order to understand, support and guide others at all times.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Forging Relationships.	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, its people and its unique way of doing business in the wider community.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Championing Co-op.	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 encourage others to take personal accountability for their performance and development, creating the conditions for success in those around me, by acting as a coach and mentor where appropriate and constantly encouraging them to develop and grow into leaders of the future, so Co-op is prepared for today's challenges and tomorrow's opportunities.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Developing Others.	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.

Succeeding together				
Co-operating is what makes us different; we're better and stronger when we work together.				
Co-operation	I role model and encourage others to co-operate for a fairer world by promoting Co-op's better way of doing business for our communities.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Co-operation.	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, products or services in order to meet the needs and challenges facing Co-op, it's colleagues, members and the local community.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Driving Innovation.	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 encourage an environment within my team where everyone is supported 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.			
Does not Display	Developing	Good	Expert	Role Model
Does not display any of the behavioural requirements for Speaking Up.	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 encourage an environment 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.

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
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.			
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"> Communication is generally clear, but may not be when articulating more complex or challenging business concepts to others Listens to other colleagues, but may not take the time to understand their point of view before providing their thoughts and opinions 	<ul style="list-style-type: none"> Communicates in a clear and appropriate manner for their audience Respectfully listens to their colleagues, so that they fully understand their point of view and responds in a way that shows they have considered what is being said Conveys their messages with energy and passion, with the aim of building belief in their messaging 	<ul style="list-style-type: none"> Communication is authentic and memorable for their audience. They encourage and support others to demonstrate the same level of communication Listens to their audience in order to understand the best way of communicating to them, adjusting their style where necessary Uses stories and compelling content to bring their messages to life and “move” their audience 	<ul style="list-style-type: none"> Creates new ways for others to effectively and authentically communicate the business’ vision by providing inspirational insights, vision and stories which go beyond the status quo Creates an environment which encourages colleagues to listen to each other and share stories and insights, helping them to better articulate the business’ unique position in the market
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.			
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"> Spends time on their personal development but may not do so consistently Responds positively to feedback, advice or assistance when it is given to them, but they do not seek it consistently (e.g. only during scheduled reviews) 	<ul style="list-style-type: none"> Owns, proactively manages and drives their personal development, seeking out ways to improve their skills, knowledge and behaviours, based on what is expected of them in their role Consistently asks for colleagues’ feedback on what they have completed, to inform their development and actions 	<ul style="list-style-type: none"> Acts on opportunities to develop their skills, knowledge and behaviours, based on their strengths and development areas, with the aim of fulfilling their potential Communicates the value of being the best version of yourself and encourages colleagues to prioritise their personal development Understands their strength and development opportunities and shares their development plans widely, encouraging others to do the same 	<ul style="list-style-type: none"> Ensures the business focuses on personal improvement, by providing growth opportunities to colleagues and helping them to effectively manage their development, so that they can fulfil their full potential Builds excitement and inspires others to invest in their personal growth, so that they can become the best version of themselves, through collaboration, networking and meeting people outside of the business Embeds new ways of working which enables peers from across the business to provide each other with feedback and to talk openly and honestly about their own development

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

Does not show any evidence of this behaviour.

Developing

Displays the behaviour inconsistently.

Good

Demonstrates the behaviour consistently in their role.

Expert

Consistently demonstrates this behaviour at an advanced level in their role and encourages others to display this behaviour.

Role Model

Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.

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.

Does not Display

- Does not display any of the behavioural requirements for Endless Inclusion

Developing

- Recognises the importance of having a diverse team and respects the backgrounds of others, but this may not consistently inform their decision making
- Recognises their own biases, but may not always consider them in the decisions they make
- Helps to improve diversity and inclusion, but only when they are asked to do so by the business
- Considers the different communities that the business serves in the decisions they make, but may not do so consistently

Good

- Demonstrates that they clearly understand the importance of having a diverse team by applying the business' approach to diversity and inclusion in the actions they take
- Recognises they have biases and shows they have taken steps to consider them in the decisions they make
- Acts upon opportunities presented to them by the business which they believe could help to improve diversity and inclusion within their area of the organisation
- Shows evidence that they have considered the different communities that the business serves in the decisions they make

Expert

- Is seen as a thought leader in the business, in terms of demonstrating how diversity and inclusion can drive better business decisions and performance
- Helps others to understand how their biases can impact the decisions they make
- Enables others to act upon opportunities which could help to improve diversity and inclusion within the business
- Inspires others to put the different communities that the business serves at the centre of any decisions they make

Role Model

- Creates ways of ensuring that colleagues from across the business place a strong focus on inclusivity and promote the importance of increased diversity within the workplace
- Embeds a new way of working which encourages colleagues to seek new opportunities to improve diversity and inclusion across the business
- Develops ways of working that allow others to place the diverse communities that the business serves at the centre of their decisions

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
Vision & Belief	I am passionate about Co-op’s core vision and beliefs, using them build a Co-op culture of commercial success and helping the business grow, by ensuring that 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"> Refers to the business’ purpose, proposition, vision and values, and how these lead to commercial success and member value, but shows evidence that these concepts may not always be clearly understood Considers the business’ purpose, proposition, vision and values in most of the actions, communications and decisions they make, but may not do so consistently 	<ul style="list-style-type: none"> Is passionate about the business’ purpose, proposition, vision and values in a way that gains buy-in from other colleagues Demonstrates their understanding of the business’ purpose, proposition, vision and values through the actions, communications and decisions they make 	<ul style="list-style-type: none"> Strongly advocates the business’ purpose, proposition, vision and values, gaining buy-in from across the business to drive the business’ commercial success and wellbeing in communities Ensures others consider the business’ purpose, proposition, vision and values in the actions, communications and decisions they make 	<ul style="list-style-type: none"> Creates a lasting excitement and passion around the business’ purpose, proposition, vision and value, so that more people want to celebrate and advocate for it Creates an environment within the business, which enables individuals to share the proposition, vision and values with colleagues, customers, members in our communities, driving accountability by ensuring the visions is at the centre of every decision made
Future Focused	I am inquisitive and drive my team to show that broad business insight, linked to future focused strategies, leads to commercial success, growth and increased opportunities, so Co-op can win for its colleagues, members and the local communities.			
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"> Shows that they understand how the business operates commercially, and how the profits benefit the business and its communities, but may not consistently apply this understanding in the decisions they make Gathers information to better understand the market in which the business operates but may not always apply this information when making commercial decisions 	<ul style="list-style-type: none"> Uses their commercial understanding of how the business operates to inform decisions which maximise the business’ revenue growth, member value, market impact and community benefit Actively uses broad and relevant research and insight when making commercial decisions to ensure they are future-proofed 	<ul style="list-style-type: none"> Ensures those around them focus time on understanding how the business operates commercially, so that they make decisions which maximise the business’ revenue growth, member value, market impact and community benefit Broadens knowledge across the team by gathering different types of information and sharing it with their peers so that they can apply it to how they drive commercial results now and in the future 	<ul style="list-style-type: none"> Creates an environment which ensures others fully understand how the business operates commercially before making decisions which could impact its revenue growth, member value, market impact and community benefit Is responsible for enabling colleagues from across the business to gather and share information widely with the aim of applying it to the unique context of the business, ensuring it is successful now and in the future

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
Successful Transformation	I ensure colleagues hold each other accountable for delivering positive and sustainable change, measuring the success of their transformation programmes to enable the business to grow and ensure we are winning as Co-op.			
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"> Typically responds positively to certain changes in the business, but this may depend on the situation Can deliver successful change within the business, but may not do so consistently Understands the importance of embedding, sustaining and measuring the success of the changes they are accountable for, but may not do this consistently 	<ul style="list-style-type: none"> Responds positively to change, championing initiatives which will help to improve operations in the business Can successfully deliver transformation programmes (e.g. on time and to budget), engaging and involving others in the change to ensure that it lands effectively Consistently carries out activities linked to embedding, sustaining and measuring the success of the changes they are accountable for 	<ul style="list-style-type: none"> Identifies and acts on opportunities for change which will add value Successfully delivers change initiatives in a way that engages and involves colleagues throughout the business to drive better outcomes Drives best practice by holding peers accountable for carrying out activities linked to embedding, sustaining and measuring the success of the changes they are responsible for and the impact they have on the communities the business serves 	<ul style="list-style-type: none"> The environment they create allows colleagues to embed changes, which have been found to drive increased business and social value Leads the way in the implementation of successful transformation programmes and sets up systems for others to do the same Sets the standards for delivery of change across the business, and creates an environment where peers hold each other accountable for the success of their transformation projects

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
Forging Relationships	I take action to build and nurture trusted relationships, in order to understand, support and guide others at all times.			
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"> Invests time in building relationships with others, but may not proactively do so on a consistent basis Uses the relationships they build to co-operate more effectively, but may not do so on a consistent basis 	<ul style="list-style-type: none"> Actively takes time out of their day to build strong and influential relationships with their colleagues, listening to others and using empathy to relate to them and build trust Uses the relationships they build to co-operate more effectively with the colleagues they work with 	<ul style="list-style-type: none"> Ensures that their colleagues build strong and influential relationships by building empathy and listening to others across the business and the wider community Uses the relationships they have built to connect others together, in order to create broad and challenging networks that benefit the business 	<ul style="list-style-type: none"> Creates an environment for peers to build and maintain influential relationships across different communities, industries and like-minded businesses Puts systems in place which allow colleagues to connect with others more effectively, helping them to create a network of trusted relationships which provide long-term value to colleagues, members and communities Demonstrates the impact of their trusted relationships on the business' performance, inspiring other to do the same
Championing Co-op	I actively promote Co-op, its people and its unique way of doing business in 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 Championing Co-op 	<ul style="list-style-type: none"> Promotes the business' unique way of working to others at times, but does not do this consistently Understands the business' unique ways of working, but may not always demonstrate this in the actions, communications and decisions they make 	<ul style="list-style-type: none"> Advocates the business, its people and its unique way of working to other colleagues, members and the community Demonstrates the business' unique ways of working in the actions, communications and decisions they make 	<ul style="list-style-type: none"> Encourages peers to advocate the business' purpose and the unique way in which it does business Inspires others to consider our purpose and the business' unique ways of working in the actions, communications and decisions they make 	<ul style="list-style-type: none"> Embeds new ways of working which help colleagues to promote the unique way in which the business works widely across the communities it supports Creates a lasting impact which enables colleagues to vocalise the collective successes of the business' community initiatives and inspires them to connect with the purpose of co-operating for a fairer world Develops an environment where others are held accountable for ensuring the business' unique ways of working is considered in actions, communications and decisions they make

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
Developing Others I encourage others to take personal accountability for their performance and development, creating the conditions for success in those around me, by acting as a coach and mentor where appropriate and constantly encouraging them to develop and grow into leaders of the future, so Co-op is prepared for today's challenges and tomorrow's opportunities.				
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"> May discuss their colleagues' strengths, development areas and personal intent in line with their development objectives, but not on a consistent basis Provides feedback to others, but not consistently 	<ul style="list-style-type: none"> Seeks to understand the current strengths and development areas of their colleagues, making the best use of resources internally to support their development in line with their individual needs and career goals Consistently provides specific, honest and helpful feedback to others, both during and outside of formal opportunities to do so 	<ul style="list-style-type: none"> Encourages others to take full responsibility for developing themselves so that they can fulfil their full potential and be the best version of themselves Personalises feedback based on their understanding of other colleagues' intent, aligning this with the most appropriate internal development resources and encourages others to do the same 	<ul style="list-style-type: none"> Introduces innovative ways of coaching and mentoring where peers from across the business hold each other accountable for their collective development Creates an environment that encourages peers to provide open and honest feedback which is linked to other colleagues' personal intent and development needs Introduces new ways of developing others based on their knowledge of external best practice, drawing on different thinking to create conditions for success in those around them

Succeeding together

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

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
Co-operation	I role model and encourage others to co-operate for a fairer world by promoting Co-op's better way of doing business for our communities.			
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"> Can work well as part of a team at times, but may not do this in every situation Sees the value in co-operation but may prefer to work independently at times because they feel they can achieve more this way 	<ul style="list-style-type: none"> Brings colleagues together from across the business to give them a voice and to listen to their points of view in order to drive better business outcomes In group situations, they effectively facilitate interactions between others, making sure everyone can input their viewpoint 	<ul style="list-style-type: none"> Brings together experts from across and outside the organisation to connect and explore new ways of doing business, encouraging and supporting others to do the same Owns and manages complex interactions, making sure everyone's opinions are listened to and that, through their facilitation, groups come to an agreement on their approach 	<ul style="list-style-type: none"> Embeds a focus on co-operation across the business, so that everyone sees it as essential to developing a better way of doing business Implements new ways of working which enable colleagues to co-operate widely and effectively, ensuring everyone's voice is listened to so that more value is created for the business and its communities
Driving Innovation	I develop effective, creative and practical solutions, products or services in order to meet the needs and challenges facing Co-op, it's colleagues, 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 Driving Innovation 	<ul style="list-style-type: none"> Can develop solutions, products or services for the business, but they may rely on what has been used in the past and may not consider better ways of doing things Tries to "test and learn" from past solutions, but may not do so consistently Collects information to help them when proposing new solutions, but some of this information may not be relevant to the challenges facing the business 	<ul style="list-style-type: none"> Develops creative solutions, products or services to specific issues facing the business Tests the solutions they create before launching them into the business, to learn and improve from their results quickly and to stop things that won't work Gathers information widely to ensure they have considered the needs of colleagues, customers and members when developing new solutions 	<ul style="list-style-type: none"> Inspires colleagues to think more creatively about solving issues facing the business now and in the future Encourages others to take risks and to "test and learn" in a way that allows them to learn and improve from their results quickly and to stop things that won't work Looks outside of the business for ideas and inspiration, to provide cutting-edge solutions, which consider the needs of customers and market conditions, in order to deliver sustainable commercial value 	<ul style="list-style-type: none"> Embeds new ways of working that allow colleagues to develop original solutions, products and services, with the aim of disrupting the business' position in the market Creates the conditions which allow colleagues to experiment and take calculated, managed risks, in order to successfully meet the business' needs and optimise how it operates Supports and encourages colleagues to gather information widely which focuses on the needs of the customer and market conditions in order to ensure they can deliver sustainable commercial value to the business

Succeeding together

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

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.	Creates a culture which enables others to display this behaviour. The impact they have on Co-op is lasting and maintained even when they are not present to promote it.
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.			
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"> Respectfully challenges others and speaks up at times Raises their concerns when issues need to be addressed or improvements are required but may not do so when challenged 	<ul style="list-style-type: none"> Respectfully challenges others when needed to deliver results Is willing to speak up and challenge others in an effort to improve the business' standards, and remains resolute even when challenged 	<ul style="list-style-type: none"> Ensures everyone's voice is heard, and is willing to challenge and represent the thoughts and opinions of colleagues, members and the wider community if they believe the success of the business may be impacted Promotes an environment which empowers those around them to speak up when standards are not being met, and to provide recommendations on how they think they can be improved 	<ul style="list-style-type: none"> Is courageous and willing to stand alone to promote the delivery of the right results and commercial success within the business Creates a lasting impact which leaves colleagues feeling empowered to provide their feedback to the business, knowing it will be acted on respectfully Creates an environment which encourages colleagues to share their thoughts and opinions when they believe standards are not being met, by using the different channels of communication available to them