

Shelter

Behaviours Framework

Version: September 2017

Overview

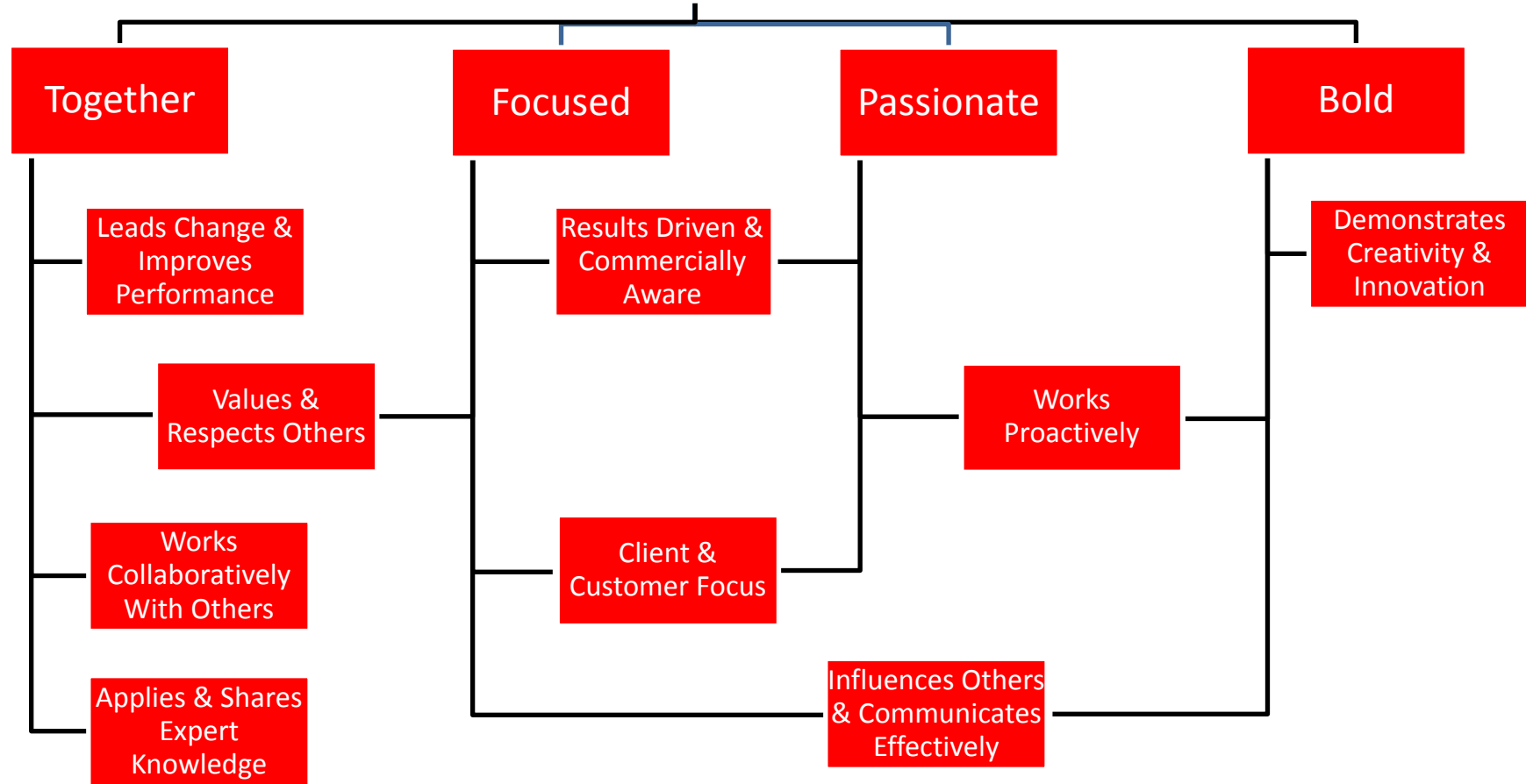
Overview of Shelter Behaviour Framework

Shelter's behaviour framework is designed to give us all clarity on the behaviours that are at the heart of achieving success for Shelter. The behaviours define how we should work in order to meet the objectives of Shelter.

What does our model look like?

- At the top of the tree is Shelter's Vision Statement – this is at the heart of everything we do at Shelter.
- The next tier shows the Organisations Values which are derived from the Vision and Goals. The values define what we consider fundamental about our way of working at Shelter.
- Each Value then has a number of Behaviours associated with them. These Behaviours are the physical manifestation of the values. They provide a more granular definition of what acting in accordance with Shelter's values looks like. At Shelter there are 9 core Behaviours each of which has a high level definition. These are the Behaviours that will enable us all to bring to life our organisational values.
- The 9 Behaviours can be further defined by being split into different levels to reflect that how they actually meet the requirements of the behaviours will vary depending on the level and nature of our work at Shelter.
- Each behavioural level description is supplemented by specific behavioural examples to illustrate the behaviour in action. .
- These behavioural examples are then enhanced and made more pertinent by being tailored to each Division and/or to common Job Families across Divisions. This will result in a library of examples being built up over time ensuring the Shelter behavioural model always remains reflective of what the organisation needs and always remains a real definition of desired behaviours.

Shelter believes everyone should have a safe, secure and affordable home. Our work won't stop until there's a home for everyone



Using Behaviours

Each Behaviour e.g. **Works Proactively** has a **Definition**.....

“Demonstrates initiative, thinks ahead and take prompt action to solve problems, completes tasks, overcome obstacles and seize opportunities.”

Each level has a **“Target Behaviour”** described at 4 Levels with positive and negative descriptions

1	✓ Shows initiative and acts promptly to get things done
	x Is only reactive

The level descriptions gradually increase in complexity, difficulty or scope.....

4	✓ Acts entrepreneurially, or for the long term and manages risk
	x Acts to address short term opportunities only, is averse to risk

Each level has **Example Behaviours**

1	✓ Shows initiative and acts promptly to get things done
	x Is only reactive
	<ul style="list-style-type: none"> ◆ Recognises and acts, as appropriate when something needs to be done ◆ Uses initiative to start activities or actions ◆ Able to act without supervision where required ◆ Recognises when a decision is needed and takes action ◆ Is proactive, acts quickly to address current issues - seeking clarification where necessary ◆ Is resourceful to overcomes obstacles ◆ Improves the way a task is done to be more efficient ◆ Identifies and suggests ways of making improvements ◆ Plans ahead for own area of work

Definitions

The table below contains the **Behaviours Framework** and the corresponding definitions.

Behaviours	Definition
Works Proactively	Demonstrates initiative, thinks ahead and takes prompt action to solve problems; completes tasks, overcomes obstacles and seizes opportunities.
Leads Change & Improves Performance	Responds quickly and positively to change seeking to continuously improve performance by learning quickly from mistakes, celebrating successes and constantly developing our people and processes.
Demonstrates Creativity & Innovation	Applies creative thinking, challenges the status quo and introduces new ideas, methods and processes
Client & Customer Focused	Focuses on and understands the needs of internal and external customers, clients and other stakeholders and strives to deliver a prompt, effective and personalised service, (For 'customers', please also read clients, stakeholders and audiences)
Influences Others and Communicates Effectively	Listens closely and communicates clearly both verbally and in writing; positively influences others and where appropriate persuades them to change their views, intentions or actions.
Results Driven and Commercially Aware	Commits to achieving results, takes personal accountability for work and understands and applies commercial and financial principles
Applies and Shares Expert Knowledge	Demonstrates the specialist knowledge and technical requirements of the job; applies skills and experience to perform the job effectively, completes work to a high standard and shares knowledge across the organisation.
Works Collaboratively with Others	Works collaboratively with others for the good of the business; builds a network of good relationships and develops a thorough understanding of the organisation and the wider sector
Values and Respects Others	Respects other individuals; listens and takes into account different opinions, feelings and motivations; is trustworthy and acts with integrity, responds and acts constructively towards others.

Explaining the Behaviour levels

Level 1 Behaviours

Associated with roles at **Grades 1 and 2**.

A relatively **narrow focus** within a specific function or department where **guidance is readily** available and under **regular supervision**. They have some autonomy and are able to **communicate effectively** with customers and colleagues.

Some Grade 2 Jobs may have one or two behaviours at level 2 to reflect a higher level of autonomy and or decision making.

Level 2 Behaviours

Associated with roles at **Grades 3 and 4**.

Largely **specialist** technical or **professional** roles. They communicate fluently and are able to **present complex technical** information to non-technical audiences. They **plan and schedule and monitor** their own work to meet deadlines. They keep up to date with developments in their areas of expertise and **take responsibility** for their development.

Some Grade 4 Jobs may have one or two behaviours at level 3 to reflect some supervisory responsibility.

Level 3 Behaviours

Associated with roles at **Grades 5, 6 and 7**.

Management and leadership responsibility in a technical or professional area of expertise or large operational teams and responsible for a section within a department or a department/Service within a function. They have **transactional and operational responsibility** but have **influence on strategy and budgets** within their business area. They keep in touch with changes and developments within their area of expertise.

Some Grade 7 Jobs may have behaviours at level 4 to reflect the wider organisational impact of their role or their strategic impact on the business.

Level 4 Behaviours

Associated with roles at **Grades 8, 9**.

Heads of Roles with either responsibility for large operational functions or major technical / professional functions within a Division or Divisional Directors. They are **accountable for financial performance** in several areas or they have **major impact on strategy** across the organisation.

They have **broad and deep knowledge** of their technical speciality and are able to apply that knowledge and it's implications to the **wider organisation**.

Works Proactively

Demonstrates initiative, thinks ahead and takes prompt action to solve problems; completes tasks, overcomes obstacles and seizes opportunities.

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Shows initiative and acts promptly to get things done	✓ Looks ahead and takes action accordingly	✓ Initiates actions even in challenging situations	✓ Acts decisively, using initiative and managing risk for long term gains
x Is only reactive	x Acts only on current problems and tasks	x Is not prepared to act in challenging situations	x Acts to address short term opportunities only and is averse to risk
<ol style="list-style-type: none"> 1. Recognises and acts as appropriate when something needs to be done 2. Uses initiative to start activities or actions 3. Is able to act without supervision where required 4. Recognises when a decision is needed and takes action 5. Is proactive, acts quickly to address current issues and seeks clarification where necessary 6. Is resourceful to overcome obstacles 7. Improves the way a task is done to be more efficient 8. Identifies and suggests ways of making improvements 9. Plans ahead for own area of work 	<ol style="list-style-type: none"> 1. Identifies emerging opportunities or issues and takes action accordingly 2. Acts to create opportunities or avoid problems 3. Makes the most of new opportunities 4. Anticipates expectations and provides solutions where possible 5. Recognises critical situations and acts with the appropriate sense of urgency 6. Follows-up to ensure actions which are down to others take place as necessary and or as expected 7. Actively contributes to team objectives rather than waiting to be prompted 8. Is prepared to take action even when circumstances appear difficult 	<ol style="list-style-type: none"> 1. Tackles problems others have avoided 2. Makes decisions to take advantage of opportunities which influence future events 3. Turns new opportunities into goals and actions 4. Motivates and challenges individuals and groups to be proactive even when meeting resistance 5. Encourages continuous improvement 6. Is prepared to go to beyond basic requirements in the interests of Shelter 7. Creates a culture in which people can take initiative by empowering and encouraging others. 	<ol style="list-style-type: none"> 1. Is creative and proactive in spotting business opportunities 2. Takes and manages creative risks 3. Makes decisions to secure large divisional or organisational contracts/opportunities 4. Acts proactively to achieve exceptional outcomes or results 5. Looks for and acts on long term opportunities and hidden problems that others have not foreseen 6. Devises and implements action with long term consequences whilst assessing and managing the risks 7. Creates a culture of forward thinking in the organisation 8. Encourages and rewards proactive behaviours in others

Leads Change & Improves Performance

Responds quickly and positively to change, seeking to continuously improve performance by learning quickly from mistakes, celebrating successes and constantly developing our people and processes

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Readily adapts own approach to improve work	✓ Explains change and encourages others to accept it and looks for ways of improving	✓ Takes action to make change successful and speaks positively about the benefits of performance improvement	✓ Anticipates, leads and exploits change and creates a culture of continuous improvement
x Remains inflexible when faced with change or improvement	x Criticises change to others and fails to find opportunities for improvement	x Actions create mistrust of change and speaks negatively about changes at work	x Fails to maximise business opportunities for change and promotes a negative view of change
<ol style="list-style-type: none"> 1. Reacts positively to change, contributing to and co-operating with revised processes and priorities 2. Maintains agreed levels of effectiveness while putting change into practice 3. Demonstrates awareness of own strengths and areas for development 4. Seeks and responds positively to constructive feedback from others. 5. Responds positively to opportunities to improve performance. 6. Learns new skills and ways of working appropriate to the role and the needs of the business. 7. Takes time to understand the impact of new products and services on own work area 8. Recognises and is proud of achievements 	<ol style="list-style-type: none"> 1. Cooperates with appropriate changes to working practices to help embed them into own area of work 2. Helps others see the future positively and gets practical support to operate in the changed conditions 3. Encourages others to identify opportunities for improvement to processes and ways of working and to develop solutions. 4. Helps build and develop others' skills by sharing knowledge across the team 5. Develops own skills and knowledge to improve performance 6. Shares and praises own and others' success 	<ol style="list-style-type: none"> 1. Takes account of different responses when planning and implementing change 2. Plans change management activities 3. Effectively and openly communicates change clarifying key reasons for change and benefits 4. Operates decisively to deliver change within agreed timeframes 5. Helps to address concerns for change through consultation and coaching 6. Speaks and acts positively about change and innovation and encourage others to do the same. 7. Identifies and explores potential opportunities for performance improvement. 8. Helps others to get practical support to operate in the changed conditions 9. Promotes team and individual success. 10. Encourages and enables learning from mistakes, complaints and failures 	<ol style="list-style-type: none"> 1. Instigates a consultation process with staff when change is anticipated 2. Anticipates and plans the need for change through 'what if' scenarios, analysis of market information, etc. 3. Develops high level business focused change strategies for product(s) or service(s) 4. Provides inspirational leadership to align major changes to Shelter's vision. 5. Ensures that new initiatives, strategies, processes and practices are planned and communicated so that implementation is streamlined and cost effective 6. Creates a culture of continuous improvement, responsiveness to changing customer and stakeholder needs and commitment to excellence 7. Promotes celebrating success on an organisational wide basis 8. Stimulates organisational and divisional change and captures learning for future action

Demonstrates Creativity & Innovation

Applies creative thinking, challenges the status quo and introduces new ideas, methods and processes

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Willing to suggest and adapt to new ideas	✓ Actively contributes new ideas and approaches	✓ Thinks laterally and challenges the 'status quo'	✓ Adds value to the client or own organisation through innovation
x Reacts negatively or is obstructive to new ideas	x Relentlessly challenges existing practice and/or new developments	x Waits for others to take the lead in bringing about change	x Persists with new ideas that are failing to add value or failing to challenge the status quo
<ol style="list-style-type: none"> 1. Actively supports the introduction of new ideas, methods or processes 2. Looks for ways to apply new ideas and improvements to the job 3. Suggests new or different ideas and methods 4. Contributes to and builds on other people's ideas and proposals for new methods 5. Continuously reviews processes to increase efficiency 6. Reacts constructively to set backs 	<ol style="list-style-type: none"> 1. Provides new ideas which work towards reducing costs and improving efficiencies 2. Both supports and constructively challenges ideas to help move forward 3. Adapts and applies previous approaches and experiences to meet new situations 4. Proposes ideas and models from outside own function, department or profession to improve performance 5. Recognises when new ideas are not working and proposes solutions 6. Uses the input and ideas of others as a stimulus for challenging methods and generating solutions 7. Critically evaluates new ideas and existing practices. 8. Applies creative thinking techniques to generate new ideas e.g. Lateral thinking 9. Contributes to the testing and evaluation of new initiatives 	<ol style="list-style-type: none"> 1. Questions the status quo to stimulate progress 2. Leads by example in taking measured risks when developing new ideas, where appropriate 3. Looks for new methods or processes to improve performance 4. Seeks solutions that others do not see by using imagination and considering and devising alternative approaches 5. Creates innovative ideas, methods or processes that are new to the operation 6. Helps others to introduce new ideas, methods or processes which produce improvements to the organisation 7. Creates a conducive environment to produce new ideas 8. Takes action to find and implement new solutions when faced with setbacks 	<ol style="list-style-type: none"> 1. Grasps 'big picture' issues and develops ideas to provide appropriate solutions 2. Encourages pilots and prototypes ensuring any new version is effective and participates positively in evaluations, recognising that the project may fail. 3. Understand risks involved in pilots and prototypes and 4. Commits appropriate resources for pursuing and developing new ideas 5. Improves the activities of the organisation by contributing innovative ideas 6. Provides leadership to encourage creative techniques and approaches 7. Inspires others to commit to a new concept 8. Encourages an open atmosphere where creativity and experimenting with new ideas is the 'norm' 9. Commissions and evaluates market research and applies findings to improve the operation 10. Embraces new technologies to aid creativity and innovation

Client & Customer Focused

Focuses on and understand the needs of internal and external customers, clients and other stakeholders and strives to deliver a prompt, effective and personalised service. (For 'customers', please also read clients, stakeholders and audiences)

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Constantly focuses on customer needs	✓ Gets to the root of customers underlying needs and works to meet or exceed the expectations of customer service	✓ Builds good relationships with key customers and partners	✓ Builds long-term, beneficial business partnerships for the benefit of Shelter customers
x Does not give appropriate priority to customer needs	x Works to customer stated needs only	x Does not take positive action to foster mutually beneficial relationship	x Has a narrow range of, or short term relationships with partners
<ol style="list-style-type: none"> 1. Takes time to correctly identify customer requirements 2. Always pays attention to customer needs and desires and acts in their best interests 3. Makes decisions and acts with the customer in mind 4. Responds quickly and deals with customer needs effectively 5. Encourages and acts on feedback from customers where necessary 6. Keeps customers informed of progress and changes as required 7. Acts in a professional manner, maintaining Shelter's reputation 8. Understands and works to agreed quality and service standards 9. Understands and manages customer expectations appropriately 	<ol style="list-style-type: none"> 1. Collaboratively works with the customer, to meet their needs and provide appropriate solutions 2. Acts professionally in applying the most appropriate solutions to the customers underlying needs and wants 3. Provides an outstanding service, recognising the needs of individuals and tailoring the service appropriately 4. Initiates and follows up contact with customers and others in order to solve problems and achieve tasks 5. Identifies specific requirements of customers and provides appropriate solutions 6. Identifies and flags up poor customer feedback and acts promptly to complaints 7. Consistently applies relevant professional, quality and service standards in dealing with all customers and stakeholders 8. Manages customer expectations, clearly communicating the reality of what can be delivered. 	<ol style="list-style-type: none"> 1. Identifies and acts appropriately upon the diverse needs of customers 2. Proactively builds and maintains solid relationships with customers and other stakeholders. 3. Takes responsibility for customer issues across relevant areas of Shelter's business 4. Identifies and takes up opportunities to extend the business relationship to benefit Shelter 5. Ensures delivery on agreed quality standards 6. Proactively works towards a shared and realistic outcome for the customer 7. Actions and decisions are in keeping with the customer's contract/needs 8. Effectively utilises resources to ensure delivery to agreed quality standards 9. Manages customer feedback and ensures findings are prioritised and acted upon 	<ol style="list-style-type: none"> 1. Anticipates and creates the opportunity to build mutually beneficial business partnerships with key customers 2. Is attuned to and anticipates the changing nature of the customer's needs or business and the wider sector 3. Proactively networks in a customer organisation in order to build a business partnership 4. Identifies and targets influential people inside the customer organisation and builds relationships with them 5. Shares knowledge, experience and expertise with key customers 6. Invests in building 'slow burn' relationships for long term gain 7. Is respected within the customer organisation as a 'trusted advisor' 8. Identifies and takes action to support the customer's long term business needs in line with Shelter's strategic objectives

Influences Others & Communicates Effectively

Listens closely and communicates clearly both verbally and in writing; positively influences others and where appropriate persuades them to change their views, intentions or actions.

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Is persuasive and presents self positively and communicates effectively	✓ Acts and communicates influentially and confidently in all situations including difficult situations	✓ Uses multiple influencing styles and approaches and acts and communicates professionally in a range of situations	✓ Is influential even within a challenging environment and can use effective communication techniques to handle complex situations
x Demonstrates a lack of energy or effort in persuasion and is an ineffective communicator	x Approach is unplanned or inappropriate and is unassertive or aggressive in difficult situations	x Approach is inflexible or too simplistic and delivery lacks impact or is inappropriate to the situation	x Fails to influence or is ineffective in complex situations
<ol style="list-style-type: none"> 1. Understands the other person(s)' point of view and identifies common ground 2. Provides a logical, clear explanation of relevant facts and reasoned arguments 3. Uses positive (can do) language that is appropriate to the situation 4. Uses appropriate methods when communicating and keeps written messages clear and concise, for all formats of written communication e.g. emails, letters etc 5. Is diplomatic and professional when communicating with others 6. Uses a welcoming and supportive approach, especially when others are insecure or in a new situation 	<ol style="list-style-type: none"> 1. Identifies appropriate people to communicate with and tailors the message to their needs 2. Presents opinion logically, checking for understanding and encouraging open discussion 3. Quickly gains the attention of others and maintains their interest 4. Notices others' responses and adapts communication style accordingly 5. Expresses views constructively and diplomatically when others disagree or challenge 6. Demonstrates self-control and the ability to manage own reactions and emotions 7. Appears and sounds confident, makes an immediate positive impression 8. Uses communications skills to listen closely and is engaging both in groups and one to one 9. Builds a relationship or creates rapport before attempting to persuade, where possible 10. Writes in the appropriate style ensuring the message is accessible to the target audience 11. Reacts positively to constructive feedback 	<ol style="list-style-type: none"> 1. Plans a series of options and fallback positions in negotiations 2. Assesses reactions to own approach and adapts language and style to achieve a positive conclusion 3. Handles objections by clarifying, emphasising agreement and working through differences to a positive conclusion 4. Actively influences the course of the interaction to achieve the desired result 5. Encourages diplomacy in others 6. Uses appropriate communication and facilitation skills to have an impact and be effective in group situations (meetings/training/workshops etc) 7. Uses appropriate aids and multiple media effectively 8. Is self-aware and manages strengths and weaknesses accordingly 9. Is able to adapt approach to deliver both positive and negative feedback as required 10. Uses advanced skills for persuasive communication 11. Is able to write professionally and persuasively using a variety of communication styles 	<ol style="list-style-type: none"> 1. Plans a long term influencing approach involving many groups and multiple media e.g. internet, social networking etc 2. Networks with, and lobbies key people to identify and support own case with other groups 3. Uses third parties and experts to influence and mediate 4. Effectively sells ideas, complex deals and business opportunities 5. Applies and matches different influencing techniques to achieve significant outcomes for the business 6. Uses interactive skills to chair meetings and facilitate groups effectively 7. Leads others by displaying appropriate communication in all situations 8. Effectively communicates complex ideas to large audiences 9. Communicates in a style that captures the audience and changes even opposing opinions 10. Constructively challenges the status quo or constructively confronts others 11. Highlights areas of agreement between conflicting parties and identifies the causes bringing about an appropriate resolution

Results Driven & Commercially Aware

Committed to achieving results, takes personal accountability for work and understands and applies commercial and financial principles

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Demonstrates personal drive, delivers results and applies good financial practice	✓ Achieves stretching targets and objectives and recognises new business opportunities	✓ Shows resilience in delivering results in demanding situations and is able to pursue business opportunities	✓ Plans strategically for the business using commercial/ financial expertise and drives the business forward to deliver outcomes which benefit Shelter and our customers.
x Demonstrates an inappropriate level of urgency or focus and does not follow financial procedures	x Avoids stretching targets and objectives and fails to take advantage of cost-saving or new business opportunities	x Fails to deliver results when situations become difficult and does not capitalise on business opportunities	x Demonstrates limited application of commercial practice and allows others to dictate direction and pace
<ol style="list-style-type: none"> Effectively manages workload and prioritises tasks as appropriate Demonstrates a positive attitude in tackling tasks and completes them to agreed standards and quality levels Recognises when results are not achieved and focuses on how to change this to succeed Proactively approaches tasks and completes them to agreed standards and quality levels Understands how own work can contribute to delivering Shelter's mission and values. Understands and works to Shelter's financial procedures(including purchasing procedures) Operates under instruction within agreed expense limits and parameters Takes steps to ensure all work is on track and to the required standard Understands their contribution to the achievement of Shelter's vision and mission 	<ol style="list-style-type: none"> Accepts and works to achieve stretching and realistic targets and objectives Acts decisively and purposefully to deliver results Actively supports and contributes to Shelter's mission, values, divisional aims and objectives Encourages others within the team to achieve, and personally tries different ways to achieve objectives Manages and prioritises own workload and will actively help out others if needed Has a good understanding of the sector and recognises business opportunities where appropriate Takes account of and minimises organisational risk against relevant contractual and service standards Understands and if required is able to contribute effectively to departmental budgeting Is able to apply basic principles of return on investment thinking 	<ol style="list-style-type: none"> Shows determination and tenacity when situations become difficult Evaluates results and persists in order to overcome obstacles or setbacks Manages own stress levels well and remains resilient, seeking support as appropriate Leads by example in managing and prioritising own workload and develops others skills in workload management Focuses resources on the delivery of results in line with Shelter's mission and values Displays sound commercial understanding and effectively deals with business decisions applying return on investment principles Assesses business, financial, competitive and commercial risk effectively Maintains an awareness of specific competitive opportunities and how Shelter should respond Agrees and sets ambitious but realistic goals and targets Takes steps to ensure others deliver work on time and in budget and to required quality standards 	<ol style="list-style-type: none"> Drives efficiency and manages costs across the organisation, ensuring value for money is at the heart of all decision making. Promotes and drives Shelter's strategy both internally and externally and contributes to its ongoing development. Applies a thorough understanding of business, commercial principles and financial practices to achieve business goals Develops, delivers and directs new projects from concept to delivery Maximises the advantages for the business in contractual negotiations Develops and uses networks within the business and commercial environment to create or recommend new business ventures Has the courage to champion new initiatives for an achievable business benefit, especially when the benefits are long term Generates a results-orientated environment paying attention to variations in performance Stakes own reputation on the implementation of a project or initiative even where there is known resistance to overcome

Applies & Shares Expert Knowledge

Demonstrates the specialist knowledge and technical requirements of the job; applies skills and experience to perform the job effectively, completes work to a high standard and shares knowledge across the organisation.

Target Behaviours

Level 1	Level 2	Level 3	Level 4
<p>✓ Applies a range of professional skills and knowledge for the role and shares experience</p>	<p>✓ Achieves positive outcomes through the application of professional skills and knowledge to the role</p>	<p>✓ Uses professional expertise to contribute to internal policy and best practice for the benefit of Shelter's customers</p>	<p>✓ Uses professional and managerial expertise to break new ground at Shelter for the benefit of the business and our customers</p>
<p>x There is a negative impact as a result of gaps in knowledge and failure to apply and share experience</p>	<p>x Is unable to achieve positive outcomes as skills and knowledge are not effectively applied to the role</p>	<p>x Does not take or misses opportunities to contribute to policy and best practice</p>	<p>x Does not maintain or apply own expertise to develop the organisation</p>
<ol style="list-style-type: none"> 1. Understands, learns and applies knowledge and skills required for the job 2. Applies current knowledge effectively and competently to achieve tasks and objectives 3. Demonstrates sound and practical knowledge of own subject 4. Adapts knowledge and skills from one situation to another 5. Expands own knowledge and skills to help improve own performance 6. Shares ideas and experience with others and asks for help as appropriate 7. Solves problems and helps others by applying knowledge and expertise 8. Utilises resources appropriately for the area of work 	<ol style="list-style-type: none"> 1. Carries out tasks at the required professional skill level for the role 2. Keeps up with developments in subject area and shares knowledge with colleagues as necessary 3. Adapts expertise from other teams, functions and organisations to Shelter's context and implements working practices accordingly 4. Uses own experience and expertise to ensure objectives can be achieved as agreed 5. Considers and implements the practical application of the latest advances in own area of work and identifies gaps in knowledge for own and wider area of work 6. Maintains awareness of the latest advances in own area of work 7. Actively contributes to knowledge and good practice sharing across the team/organisation 8. Utilises and shares knowledge of available resources with colleagues as appropriate 	<ol style="list-style-type: none"> 1. Develops credibility and is recognised as an expert and is consulted as a resource outside team or area of work 2. Improves day-to-day working practices through application of professional skills and knowledge 3. Contributes to and facilitates learning events and professional development as a subject matter expert or facilitator 4. Encourages and manages knowledge sharing between teams, functions and departments 5. Acts to build trust and responsibility in the sharing of skill and knowledge 6. Effectively uses networks, to enhance expertise, gain information and improve organisational performance 7. Facilitates systems for sharing knowledge between teams and departments 8. Delivers high levels of knowledge and skills to the role, which generates confidence in others 9. Encourages and supports others to continually develop their own knowledge and skills 	<ol style="list-style-type: none"> 1. Is closely in touch with bodies and individuals who are making advances in own area of expertise 2. Agrees and models leading-edge professional standards 3. Uses professional expertise to develop strategic proposals for organisational improvements 4. Seeks ways of integrating new technologies, products or services into working practices 5. Demonstrates credibility and is recognised externally as an expert or respected professional. 6. Seeks opportunities to raise awareness in the marketplace of advances in Shelters professional expertise 7. Regularly publishes or presents on major topical and current issues 8. Establishes management practices that support the transfer of knowledge across the organisation 9. Champions processes and technical systems to facilitate knowledge and skill transfer

Works Collaboratively with Others

Works collaboratively with others for the good of the business; builds a network of good relationships and develops a thorough understanding of the organisation and the wider sector

Target Behaviours

Level 1	Level 2	Level 3	Level 4
✓ Co-operates, builds and maintains relationships in the immediate work environment	✓ Involves others and builds relationships beyond the immediate work environment	✓ Resolves conflict and facilitates cooperation within teams, the organisation and other stakeholders	✓ Builds extensive networks and opportunities across the organisation and with business partners and customers
x Is uncooperative with others in the team or immediate work environment	x Excludes or alienates others and other teams	x Fails to address barriers or conflict within teams the organisation and other stakeholders	x Does not create or exploit opportunities for appropriate business partnerships
<ol style="list-style-type: none"> 1. Works and co-operates willingly with others 2. Shares ideas with others and asks for help when appropriate 3. Builds and maintains constructive working relationships with all team members 4. Adapts own behaviour for the good of the team or group 5. Delivers on promises to others and accepts responsibility for own mistakes 6. When others make mistakes, seeks opportunities to help or learn rather than blame 7. Thanks others for their contribution and efforts 8. Builds knowledge of own area of work to improve own effectiveness within the team 9. Acquires basic knowledge of the role and responsibilities of related parts of the organisation to improve effectiveness within the team 	<ol style="list-style-type: none"> 1. Involves colleagues appropriately in all relevant activities 2. Participates fully and encourages others to participate, building on and supporting their contribution 3. Praises, values and recognises the expertise and input of others 4. Understands and accepts that others have different team roles and contribute in different ways 5. Builds and maintains constructive working relationships with other teams and groups 6. Takes into account the impact on other areas of the organisation when taking decisions or actions 7. Cooperates when working with other teams and groups 8. Builds broad knowledge of overall business to improve own effectiveness 9. Acquires knowledge of the role and responsibilities of different parts of the organisation to help improve team effectiveness 10. Demonstrates a willingness to support other team members 	<ol style="list-style-type: none"> 1. Makes people aware of the needs of other groups and encourages them to meet those needs 2. Identifies problems and focuses on resolving a problem, rather than blaming others or other groups 3. Spots potential conflict and intervenes to help colleagues and others in conflict to find a positive resolution 4. Understands what motivates different individuals and groups and applies that knowledge to deliver team outcomes 5. Creates opportunities to work collaboratively with other teams or groups 6. Uses broad knowledge of the overall service and organisation to improve team or group effectiveness 7. Creates common business goals between different parts of the organisation 8. Is aware of and works collaboratively towards the needs of the business 9. Identifies and shares best practice 10. Recognises where expertise of other groups is required and accesses this appropriately 11. Delegates responsibility to team members when appropriate to develop individuals and improve team effectiveness 	<ol style="list-style-type: none"> 1. Targets influential people internally and in external organisations and builds constructive relationships 2. Initiates and encourages joint projects or sharing of resources when appropriate 3. Encourages systems or processes for sharing resources across the organisation 4. Creates opportunities to work with business partners and other agencies 5. Anticipates and creates the opportunity to build alliances which increase Shelter's credibility and help deliver Shelter's strategy 6. Shares knowledge, experience and expertise with useful contacts in other organisations 7. Brings in contacts from outside who have experience and expertise to solve problems 8. Uses extensive knowledge of overall business to improve organisational effectiveness 9. Creates common business goals between different external agencies/partners and other stakeholders 10. Thinks and behaves organisationally and corporately, not just from a functional and divisional perspective 11. Works collaboratively with other divisions and organisations for the good of the organisation and our customers

Values & Respects Others

Respects other individuals; listens and takes into account different opinions, feelings and motivations; is trustworthy and acts with integrity; responds and acts constructively towards others.

Level 1	Level 2	Level 3	Level 4
✓ Is open minded, listens actively and notices responses	✓ Demonstrates an understanding of and sensitivity to others and shows personal integrity	✓ Plans for and handles difficult interactions and deals positively with emotionally charged situations	✓ Demonstrates high levels of social skills and ensures that the principles of equality and diversity are high on Shelter's agenda
x Is unduly critical or demonstrates a lack of attention or interest when listening	x Misunderstands or ignores the feelings and position of others	x Mishandles interactions or alienates others	x Fails to engage with staff and treats equality and diversity as a low priority
<ol style="list-style-type: none"> 1. Treats others in a friendly and respectful way and is open and honest 2. Has professional and inclusive dialogue with others 3. Uses eyes, head, posture, facial expressions to show attention to others 4. Uses active listening skills, using interjections such as 'yes', 'I see', 5. Is willing to listen and lets people speak without unnecessary interruption, 6. Seeks information, opinions, reactions and feelings of others 7. Checks out understanding and assumptions by asking questions and responds in a non-judgemental manner, 8. Is sensitive to the needs of others 9. Seeks to understand the needs and requirements of people from different backgrounds and cultures and adapts style to treat people appropriately 10. Identifies where disrespectful behaviour is displayed and provides feedback to others as appropriate 11. Understands and maintains confidentiality as appropriate. 12. Respects views and contributions from colleagues across the organisation 	<ol style="list-style-type: none"> 1. Anticipates and checks out people's reactions, opinions and feelings 2. Accurately reflects what people feel and how they have reacted 3. Demonstrates empathy tolerance and openness in hearing others' ideas, opinions and criticism 4. Takes account of others' feelings, values, motivations and opinions and responds constructively 5. Treats all individuals in a fair and consistent manner 6. Avoids judging people negatively looking for underlying reasons for an individual's behaviour 7. Builds trust based on consistency of actions and absence of hidden agendas 8. Provides and accepts truthful, respectful and constructive feedback 9. Challenges behaviour which is not respectful to others 10. Maintains confidentiality and follows safeguarding procedure if appropriate when dealing with a breach in confidentiality. 	<ol style="list-style-type: none"> 1. Plans an interaction to have a constructive outcome for all parties 2. Creates rapport by understanding and adjusting communication approach to adapt to the other person's style or mood 3. Responds with empathy to personal, difficult or embarrassing subjects 4. Uses an understanding of underlying issues and needs to help solve a problem 5. Changes behaviours to achieve a constructive outcome 6. Moulds approach to meet the needs of the individual and the situation 7. Encourages and recognises others who behave with honesty and integrity 8. Leads by example in encouraging and upholding confidentiality principles as appropriate 9. Challenges discriminatory or disrespectful behaviour as soon as it is apparent and instigates appropriate corrective action 10. Can accurately reflect, summarise or paraphrase what people say to ensure understanding 11. Encourages others to give truthful and constructive feedback 	<ol style="list-style-type: none"> 1. Values and respects the opinions and knowledge of others and actively engages in consultation with staff and users 2. Ensures that the organisation promotes staff well-being, encouraging access to the appropriate support 3. Recognises more complex aspects of how individuals interact and responds appropriately to maintain rapport and understanding at all levels within the organisation 4. Acts as a role model for honesty and integrity and actively supports and encourages whistle blowing within the organisation e.g. fraudulent or criminal behaviour 5. Displays ability to manage organisational values and challenge behaviour which is unacceptable to the organisation or against organisational values 6. Creates an environment within Shelter which will not tolerate any form of discriminatory or disrespectful behaviour 7. Actively champions the principles of equality and diversity across the organisation 8. Actively champions integrity and professional behaviour across the organisation