

WRG 4 Values 4 Behaviours

Performance Driven

- 1 Raise the Performance Bar
- 2 Think Commercially
- 3 Make decisions at speed, learn & move on
- 4 Build Effective Partnerships with Our Customers



Responsible & Accountable

- 1 Take personal responsibility
- 2 Do the 'right things' in the 'right way'
- 3 Act with integrity
- 4 Exercise Judgement



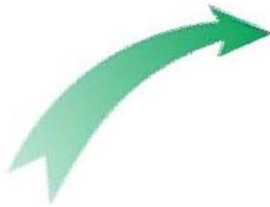
Respectful

- 1 Recognise and Celebrate Success
- 2 Provide Meaningful Work & Careers
- 3 Respect our Environment and the Safety of Ourselves & Others
- 4 Invest in our People & Our Teams



Open, Fair & Inclusive

- 1 Inspire People to Embrace Change
- 2 Engage our Teams
- 3 Be a Great Coach
- 4 Get new ideas from many places



Performance Driven

Green Behaviours

Red Behaviours

Raise the Performance Bar

- 1 Describe clearly what exceptional performance looks like and communicate this to my team
- 2 Give objective and honest performance feedback regularly so that individuals know how they are performing
- 3 Be prepared to take decisive and radical action to improve performance when circumstances require it
- 4 Raise the performance bar for myself and my team, including my top performers – seek out feedback

Raise the Performance Bar

- 1 Create a culture where colleagues believe it is acceptable to deliver minimum standards of performance – view “stretch targets” as too difficult
- 2 Save up bad news – wait for performance reviews
- 3 Abdicate responsibility for a performance issue that I should own
- 4 Fail to keep skills and knowledge up to date; refuse to receive or act on feedback

Think Commercially

- 1 Use my best judgement to decide which initiatives to progress or support, prioritising those that will have the greatest impact
- 2 Develop a robust business case for new initiatives considering a number of options and weighing up the risks
- 3 Lobby and get buy-in from stakeholders and sponsors to ensure an initiative gets traction and lands well – work hard to remove blockers and resolve problems – see the job through
- 4 Project plan ahead, breaking down complex plans into small, well executed steps, stating clearly how success will be measured i.e Plan / Do / Measure / Review

Think Commercially

- 1 Decide on an initiative without considering the impact on the business e.g. a short-term benefit in one area which is detrimental to another
- 2 Fail to understand the full cost implications of ideas e.g. impractical and complex ideas that cannot be sustained
- 3 Place the initiative at risk because I haven't spent enough time getting key stakeholders on board
- 4 Miss key milestones or create additional work/costs because of poor project management and planning

Make decisions at Speed, Learn & Move On

- 1 Make timely decisions so that change happens at the right time
- 2 Learn from successes and failures and use this knowledge to do things better in the future
- 3 Demonstrate emotional maturity when receiving negative feedback and move forward positively
- 4 Make decisions that I have been empowered to make

Make decisions at Speed, Learn & Move On

- 1 Procrastinate and delay making a decision because I'm waiting for the “perfect moment”
- 2 Fail to learn the lessons of success or failure – focus on symptoms rather than the causes
- 3 Struggle to “recover” from set-backs, continuously refer back to past mistakes
- 4 Push decisions that I should own upwards ; take decisions that I am not authorised to make

Build Effective Partnerships with our Customers

- 1 Seek feedback from our customers to ensure their needs are being heard.
- 2 Remove barriers to effective customer service
- 3 Help to educate the customer
- 4 Act as an advocate for the customer – make them key in our decision making

Build Effective Partnerships with our Customers

- 1 Fail to regularly review customer service and feedback
- 2 Let customers down, fail to keep service promises
- 3 Fail to build a relationship with the customer and miss the opportunity to broaden their knowledge of our business and services
- 4 Underestimate the importance of the “customer voice” in decision making

Responsible & Accountable

Green Behaviours

Red Behaviours

Take Personal Responsibility

Take Personal Responsibility

- 1 Take ownership for issues when things go wrong – even if I wasn't around at the time
- 2 Be a leader in any situation, not just when things are going well
- 3 Be prepared to deal with problems outside of my remit / area
- 4 Be willing to work with everyone, irrespective of personalities or hierarchy, to get the job done

- 1 Blame others for failure, pass the buck
- 2 Avoid taking the lead, rely on others to deliver my own responsibilities
- 3 Only be prepared to do work that contributes to my own targets – say "its not my job"
- 4 By-pass individuals who should be involved to hijack or undermine a process or decision

Do the "Right Things" in the "Right Way"

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- 1 Focus both on getting the right outcome (do the right thing) and the right process for getting there (doing things right)
- 2 Lead from the front when new processes are introduced and champion new ways of working
- 3 Challenge a policy or process if I can see a better way of getting the job done, or serve the customer better
- 4 Be able to explain why a process or policy exists should I need to justify it

- 1 Blame underperformance or poor customer service on dependencies, processes or committee decisions
- 2 Merely be a "caretaker" of a process or instruction
- 3 Accept "flawed" processes or policies by "complaining behind closed doors"
- 4 Say without question "we do this because we've always done it this way"

Act with Integrity

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- 1 Be a visible leader
- 2 Be consistent in my decisions and actions– "say what I mean, do what I say"
- 3 Be prepared to stand up and be counted and back my colleagues when they have tried to do the right thing
- 4 Roll my sleeves up and get stuck in when timescales are tight or workload is heavy

- 1 Lead from behind a desk
- 2 Operate double standards – expect my team to follow the rules but have a different set of rules for myself – "do what I say, not what I do"
- 3 Be easily swayed from doing the right thing – opt for an "easy life"
- 4 Stand back and direct others from a distance when things get tough – keep referring to strategy and plans when action is needed

Exercise Judgement in the Face of Conflicting Demands

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- 1 Be confident to make judgement calls and be able to justify my decision
- 2 Maintain a positive climate in demanding situations – decide what needs to be communicated to help the team to continue operating effectively
- 3 Keep a clear head under pressure – focus on what matters most, always know my number one priority and why .
- 4 Help my team to juggle priorities and accept that priorities will change.

- 1 Take decisions but give in when challenge is raised
- 2 Fail to take decisions if any uncertainty or ambiguity exists
- 3 Panic under pressure – fail to focus on the important issues and keep changing decisions / direction
- 4 Stick rigidly with a plan/decision even when it is clearly the wrong thing to do; struggle to communicate positively changes in priorities to my team

Respectful

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Recognise and Celebrate Success

- 1 Publicly recognise or reward colleagues for great performance
- 2 Use examples to explain why an individual or team's performance is being recognised
- 3 Make a point of looking for examples of great performance every day
- 4 Be my team's best advocate

Recognise and Celebrate Success

- 1 Fail to celebrate success, let the moment pass unnoticed
- 2 Fail to explain what great looks like
- 3 Only look for negatives
- 4 Undermine the team by criticising them behind their back; take the glory for their work or ideas

Provide Meaningful Work & Careers

- 1 Assign responsibilities across the team so that everyone has worthwhile work that contributes to WRG's goal
- 2 Define clear accountabilities and parameters in which colleagues have the freedom to act and make decisions
- 3 Understand the role of each team member and articulate why their work is important
- 4 Encourage colleagues to be proud of their work so they are confident and motivated to deliver their accountabilities; ; encourage individuals to explore Career Paths within WRG

Provide Meaningful Work & Careers

- 1 Spend significant time on activities that won't deliver real value
- 2 Assign accountability without delegating authority to make decisions
- 3 Assign work or responsibilities without explaining the purpose
- 4 Fail to be a role model by being inconsistent in delivering my own accountabilities and commitments; fail to understand an individuals career motivations & miss the opportunity to succession plan as a result

Respect our Environment and the Safety of Ourselves & Others

- 1 Strive to minimise any adverse impact of WRG's operations on the Environment
- 2 Lead from the front in implementing the Company's H&S and Environmental policies; actively participate in all H&S and environmental initiatives.
- 3 Put safety at the top of the agenda & create a culture of incident and Near Miss reporting / investigations.
- 4 Take proactive steps to reduce H&S and Environmental Accidents / RIDDOR reportable incidents.

Respect our Environment and the Safety of Ourselves & Others

- 1 Show little interest in environmental improvement or protection
- 2 Encourage individuals to break WRG's Environmental & H&S policies by accepting working practices outside of procedure, either deliberately or by 'turning a blind eye'
- 3 Fail to be a role model & encourage H&S and Environmental Near miss reporting / investigations; fail to follow up incidents promptly & decisively
- 4 Fail to proactively seek to improve safety performance or ensure that incidents and accidents are minimised

Invest in Our People & Our Teams

- 1 Treat investment in my team as a key priority alongside other important activities; select the right people to be part of my team
- 2 Help my team to build on formal training and development activities
- 3 Encourage my team to raise their own game and be responsible for their own Personal Development Plans
- 4 Allow time for thinking, debating and action planning as a team

Invest in Our People & Our Teams

- 1 Be solely concerned with getting the job done and not with how individuals or the team get there; make selection decisions based on criteria other than skills & behaviours to do the job
- 2 Allow development opportunities to be wasted (e.g. course cancellations); allow individuals to attend courses without first understanding the business benefit
- 3 Devalue the importance of development by accepting that members of my team don't have 'live' Personal Development Plans
- 4 Allow others to de-value team time e.g. accept repeat cancellation of team meetings / activities

Open, Fair & Inclusive

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Inspire People to Embrace Change

- 1 Confidently describe how things will be in the new world and lead the change process
- 2 Get to know people as individuals, understand their priorities and how change will affect them
- 3 Allow colleagues appropriate time to adapt to change and find their own way through
- 4 Temperature check along the way, tackling any issues straight away and remove blockers for the team

Inspire People to Embrace Change

- 1 Say "The boss says ..." and distance myself from the decision or change process
- 2 Make changes without consulting and engaging my team
- 3 Expect everyone to react positively to change
- 4 Accept the "silent terrorist" who deliberately undermines the change without confronting their behaviour

Engage our Teams

- 1 Describe what great business performance will look and feel like, with passion and enthusiasm
- 2 Simplify complex messages and ideas using examples everyone can understand
- 3 Use team briefings and 1-2-1's to listen to colleagues and check their understanding
- 4 Take time to communicate well, tailoring my message to different audiences and using the appropriate communication methods, both formal and informal.

Engage our Teams

- 1 Use patronising language or de-value the message e.g. "Just..." or "Only ..."; fail to link your piece of the picture with WRG's goal.
- 2 Use vague language, lots of acronyms or complex jargon.
- 3 Fail to listen to colleagues, ask their views or keep them up to speed
- 4 Underestimate the importance of general, daily conversation and discussion in favour of formal communication methods.

Be a Great Coach

- 1 Use the most effective coaching style depending on the colleagues experience and need
- 2 Share my knowledge frequently to help individuals learn and develop
- 3 Give timely, constructive feedback that will help colleagues to raise their game ; be open to feedback from my team on my own behaviours
- 4 Share my belief and trust with colleagues that they can achieve even greater goals

Be a Great Coach

- 1 Set stretching goals or give strong challenges with little or no support
- 2 Consider my own time too valuable to share my knowledge or experiences
- 3 Give destructive and demotivating feedback – inhibit my teams desire to win; take criticism personally or refuse to receive or act on feedback
- 4 Doubt that a colleague will be able to achieve without good reason

Get new ideas from many places

- 1 "Bring the outside in" – transfer knowledge from other organisations to help generate ideas and show what's possible
- 2 Step outside the familiar and try new ways of working
- 3 Build on ideas that have made a difference in the past
- 4 Listen to many view points, look for unusual sources of ideas, not just those who you think will know best

Get new ideas from many places

- 1 Be solely internally focused
- 2 Be cynical of new ideas, say "we've tried it before" or "that won't work"
- 3 Re-invent the wheel when the solution already exists
- 4 Be narrow minded and think "my ideas are best"