



Intelligent, Creative and Informed Policing

Resolute Compassionate and Committed

Inclusive, Enabling and Visionary Leadership

We are   
Emotionally Aware

We Take Ownership

We Collaborate

We   
Enable & Inspire Others

We   
Analyse Critically

We are Innovative & Open Minded

Managing Complexity

Strategic Planning

Managing Sensitivities

Political   
Savvy

Customer Service

Maintaining Accuracy

Partner Working

Valuing Diversity

(Self) Leadership

Supporting Colleagues

Coaching & Mentoring

Problem Solving

Situational Judgement

Continuous Improvement

Futurology

**Values**

Behavioural

Competency

Framework

2017 v1

Sustainable Working

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| **Resolute Compassionate and Committed** | | | | |
|  | **We are Emotionally Aware** | | **We Take Ownership** | |
|  | **Valuing Diversity** | **Managing Sensitivities** | **Customer Service** | **Maintaining Accuracy** |
| 1a | * Communicates in clear simple language so they can be easily understood by others * Seeks to understand thoughts and concerns of others even when not able to express themselves clearly * Treats others in a respectful, tolerant and compassionate manner * Understands the value that diversity offers * Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law | * Demonstrates empathy for those affected by crime and in difficult situations * Is professional in all dealing with others * Understands what information is confidential and who can share it * Manages personal style to the customer – eg stays calm when provoked * Listens to the customer and builds rapport | * Sees Customers as Victims, Witnesses, Offenders and internal customers * Takes ownership for the customers and always looks to get the best outcome for the Victim in own area of responsibility * Offers professional advice and suggestions within own area of responsibility and passes service issues to appropriate colleague or line manager * Admits mistakes and takes action to rectify * Provides regular updates (before asked for them) & responds quickly | * Checks all work for mistakes and strives to remain accurate * Able to notice basic omissions from work * Ensures all information offered is correct – especially when it contains legal information or asks someone to check where relevant * Ensures all details recorded are correct – especially personal details * Highlights errors or omissions to others |
| 1b | * Adapts communication to the needs of others recognising their specific needs * Acknowledges and respects a range of different perspectives, values and beliefs within the remit of the law * Actively seeks new and different views and perspectives * Encourages tolerance and respect in others * Demonstrates a real belief in Diversity of people and ideas across their work | * Demonstrates a high degree of empathy for those affected by crime and in difficult situations * Adapts personal style to dealing with multiple customers with differing needs * Builds rapport and confidence with the customer and really listens to them to understand deeper needs and concerns * Builds trust with the customer at what is a very difficult time for them * Manages conflict appropriately escalating where required | * Sees Customers as Victims, Witnesses, Offenders and internal customers * Takes ownership for all customers and always looks to get the best outcome for the Victim * Deals with simple service issues with respect and professionalism * Offers professional advice and suggestions and finds answers * Provides regular updates (before they ask for them) and responds quickly | * Checks all work for mistakes * Identifies areas where possible mistakes could be made and double checks work * Highlights any mistakes spotted or potential omissions to others * Ensures all advice given out is accurate and correct and that legal information is appropriate and accurate * Ensures information obtained or recorded is all correct and appropriate and recorded in the correct place. |

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|  | **Valuing Diversity** | **Managing Sensitivities** | **Customer Service** | **Maintaining Accuracy** |
| 2 | * Is an advocate for Diversity across the Force encouraging others to embrace new ideas and perspectives * Adapts style and approach according to the needs of the others to achieve the best outcome * Considers perspectives of people from a wide range of backgrounds before taking action * Is very aware of own values and beliefs and how these may clash with others * Encourages tolerance and respect in others | * Relates to those affected by crime and in difficult situations with a high degree of empathy and compassion * Adapts personal style to dealing with multiple people with differing and challenging needs * Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns * Builds trust with others during difficult times for them * Manages conflict appropriately escalating where required | * Sees Customers as Victims, Witnesses, Offenders and internal customers * Take complete ownership for the customers even when there are multiple Customers with different needs * Manages complex service issues with respect and professionalism * Effectively balances the needs of the public with the criminal justice process or other external processes * Responds quickly and manages the update process to ensure satisfaction | * Maintains a high level of accuracy * Anticipates issues which may reduce accuracy and takes steps to prevent this * Checks work of others and highlights any mistakes or potential omissions * Ensures all information recorded or advice given out is accurate, appropriate and correct * Ensures others know the standards they should work to |
| 3 | * Considers the wider needs of others when communicating and ensures these are reflected * Actively seeks a range of views and ideas from those with different views and backgrounds * Encourages reflection from others to understand different reactions and behaviours * Promotes a culture that values diversity and encourages challenge * Takes the responsibility to deal with inappropriate behaviours | * Manages conflict effectively, regularly reaching appropriate resolutions * Recognises the political challenges involved in difficult situations and attempts to plot a course of action * Demonstrates empathy and compassion for others and builds trust * Build rapport and confidence with appropriate questioning and listening skills to get to the heart of needs and concerns * Recognises the impact of alternative courses of action | * Ensures all members of the team are clear about who their customers are and what good service looks like * Influences processes for the benefit of Customers * Ensures members of the team become more service oriented * Manages workload and workload of others to ensure the Customers’ needs come first * Requests feedback on the service provided and acts on it where possible | * Understands the correct standards on accuracy and works to them personally * Ensures team work to correct internal standards on the recording or giving out of data * Ensures team work to external standards set by ISO, DPA etc and other governing areas. * Ensures adequate feedback is given to those not meeting the standard * Ensures correct monitoring procedures are in place |

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|  | **We are Emotionally Aware** | | **We Take Ownership** | |
|  | **Valuing Diversity** | **Political Savvy** | **Customer Service** | **Sustainable Working** |
| 4 | * Challenges own thinking, values and assumptions on a regular basis * Ensures the department has a culture that values diversity and encourages challenge * Ensures departmental messages can be understood by all * Values a range of inputs from those with different backgrounds skills attitudes and experiences before making a decision * Ensures that we celebrate diversity in our actions and not just our words | * Functions effectively in an environment where culture is swayed by politics * Recognises the impact of alternative courses of action * Balances the need to act politically with the needs of day to day operations * creates a positive impression by acting in predictably honourable and ethical ways * Keeps conflict to a minimum | * Ensures all members of the department are clear about who their customers are and what good service looks like * Builds effective departmental processes to support our customers * Builds a culture of ownership across the department so our Customers’ needs are met (and even exceeded) * Manages any issues that arise professionally, proactively and for the benefit of our Customers * Balances the needs of the Customer with those of outside processes | * Thinks long term to ensure the future consequences of actions are considered and have the right impact * Ensures plans put in now will work well and improve Policing for future generations * Ensures departments are sparing with Force’s resources and minimises waste whilst maintaining appropriate investment * Understands the value of being sustainable * Invests in local communities |
| 5 | * Ensures multiple perspectives inform decision making * Communicate the reasons behind decisions in a clear and compelling way that is understandable to all * Actively drives a culture that recognises and values diversity and challenges intolerance * Challenges own thinking, values and assumptions on a regular basis * Seeks to understand longer term reasons for organisational behaviour to adapt and change the culture where relevant | * Builds a strong and ethical reputation for the Force * Balances the National Politics with local Operations * Approaches each situation with a clear perception of organisational and political reality * Encourages effective alliances with those with the right power or influence * Takes measures to encourage an open and democratic culture built on trust | * Ensures everyone keeps sight across the Force of who our customers are and what good service looks like * Ensures that internal and external processes are there to support all our Customers * Shapes the Force and operating model to best support Customer Service * Builds a culture of ownership where staff and officers are taking responsibility for Customers’ needs * Manages any issues that arise professionally, proactively and for the benefit of our Customers | * Works to provide sustainable employment to our local communities * Works to ensure our impact on the environment is as low as it can be * Works to ensure our procurement is responsible and supports local supply chains * Works to ensure that Policing provides value for money to the Public whilst maintaining appropriate investment * Builds Public confidence and ensures the service remains fit for purpose into the longer term |

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| **Inclusive, Enabling and Visionary Leadership** | | | | |
|  | **We Collaborate** | | **We Enable & Inspire Others** | |
|  | **Partner Working** | **Managing Complexity** | **Self Leadership** | **Supporting Colleagues** |
| 1a | * Sees the benefit of working jointly with partners * Provides regular updates to key stakeholders * Gains relevant information from all key stakeholders * Spots opportunities to involve new partners and create diversity * Involves key colleagues outside of own team or department | * Works at a straightforward level of complexity * Organises tasks and workload and uses time efficiently * Begins tasks in the correct order and sequence * Files documents appropriately * Meets appropriate deadlines | * Sets clear direction for self and is a good role model * Is clear about own ambitions * Keen to grow own skills and capabilities * Is a good follower – understands what they are following and how that matches own beliefs * Understands their part in achieving the Force Vision | * Works collaboratively and shares information and issues with colleagues to gain support * Supports other members of the team with their issues * Recognises the impact they have on others * Uses knowledge and experience within the team to learn from * Acts as a Buddy/Mentor to support newer members of the team |
| 1b | * Builds relationships with key stakeholders in the process in order to create a united solution * Builds collaboration with a variety of partners based on the anticipated outcomes * Sees colleagues from other departments as partners * Maximises opportunities to work together and provides regular updates * Includes all relevant people | * Works at a medium level of complexity (sheep herder) * Organises tasks, workload, responses, and multiple customers and stakeholders and makes efficient use of time * Prioritises effectively to manage multiple tasks * Ensure all documents are filed and organised * Understands a realistic deadline and helps to set them | * Sets clear direction for self and leads Peers or public on occasion and is a good role model * Clear about own ambitions and the right path to take * Is proactive in growing own skills and capabilities * Is a good follower and supports those Leading them to go in the right direction * Understands and articulates their part in achieving the Force Vision | * Works jointly with colleagues to maximise the range of different skills * Gives feedback to others and encourages it back * Recognises when others need help and offers it * Actively promotes team spirit * Acts as a Mentor to other members of the team to teach new skills and guide on process |

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|  | **Partner Working** | **Managing Complexity** | **Leadership** | **Supporting Colleagues** |
| 2 | * Builds relationships with all key partners at an individual level to create a collaborative approach * Seeks to exchange skills and ideas across with other teams * Involves cross functional colleagues and external partners in key discussions * Uses business need as an opportunity to build new relationships and contacts * Ensures all key stakeholders are consulted and updated | * Works at a significant level of complexity (orchestra conductor) * Manages own workload to ensure the right amount of time is spent on each task * Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors * Sets realistic deadlines for responses, replies and meetings * Manages appropriate chronology | * Balances when to take charge and lead from the front with when to encourage others to make their own choices * Absorbs senior leadership messages and converts to a way that means something to reports * Gives clear briefings and direction to staff * Is an excellent role model for the team and brings out the best in members of their team * Champions ideas within own area of influence | * Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others * Recognises team strengths and plays to them * Builds a climate of trust and openness * Acts as a Coach to help members of the team find their own solutions * Asks for feedback from colleagues and acts on reasonable suggestions |
| 3 | * Creates strong partnerships at an individual level to further develop Force and Team Partnerships * Involves cross functional colleagues and external partners in key decisions * Builds and maintains relationships that are worthwhile for both parties * Build in opportunities to exchange skills and ideas across functional boundaries and externally * Clear on boundaries of what should and shouldn’t be discussed with partners | * Co-ordinates multiple areas of work and people simultaneously * Prioritises effectively to manage multiple tasks, customers, stakeholders and contributors. * Sets and monitors appropriate deadlines within team or department and with external partners * Considers both current and future chronology of work * Ensures all own work and that of others in department is in line with Force strategic direction | * Absorbs senior leadership messages and converts to a way that means something to reports * Establishes own personal brand and champions ideas outside sphere of influence * Connects well with others building relationships and empowering others * Develops a presence around the department so people want to listen * Understands when to take charge and when to lead from the back | * Maintains visibility by regularly talking and interacting with colleagues * Works collaboratively with colleagues, balancing own strengths with the skills and knowledge of others * Expresses own views positively and constructively and fully commits to team decisions * Takes all appropriate opportunities to coach staff supporting a coaching culture * Seeks feedback widely and actively seeks to improve relationships by acting on it |

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|  | **Partner Working** | **Strategic Planning** | **Leadership** | **Coaching & Mentoring** |
| 4 | * Works to support a collaborative culture by creating and supporting key departmental partnerships * Builds partnerships with other blue light services where appropriate and beneficial to the public * Works effectively with external partners, clearly defining roles, boundaries and ways of working * Works with and learns from other Forces where practicable * Ensures key stakeholders are consulted and informed | * Understands the direction of the Force and seeks to align own area of business * Translates Force direction into meaningful plans and activity * Ensures there is a clear strategy in own department in line with the Force strategy * Communicates plans effectively across the department and wider as appropriate * Builds ownership across the department in the strategy | * Articulates a clear direction and gets people to want to follow it * Is a great role model both inside and outside the Force and inspires others * Removes blockages for others * Encourages a feeling of community and motivates others * Understands when to take charge and when to lead from the back | * Builds a culture of coaching across the department so coaching is regular, commonplace and supported * Ensures staff in their department feel supported and nurtured * Encourages cross-functional working with other departments to break down silos * Regularly coaches own direct reports * Offers and recommends mentoring to key talent |
| 5 | * Creates a culture of collaborative partnership working throughout the Force * Builds effective strategic national partnerships * Champions blue light collaboration where appropriate and beneficial to the public * Works with and learns from other Forces where practicable * Is clear to the force about where the boundaries are between partners are so they are clear on their responsibilities | * Discusses and describes plans at the correct level of ‘strategic altitude’ * Assesses internal and external environments to be clear on the operating context * Charts a strategic direction for the Force in line with national context * Defines strategy with the interests of Victims, Witnesses, the Public and Partners and Offenders * Communicates plans clearly at all levels of the Force and externally as appropriate | * Paint a clear vision of the future and sets a clear and strong direction for members of the Force to follow * Inspires and motivates officers and staff across the Force * Is an excellent role model both inside and outside the Force * Clears the path and removes obstacles for others * Ensures the correct processes are there to follow | * Builds a culture where coaching at all levels is regular, commonplace and supported * Ensures staff across the Force feel supported and nurtured * Ensures departments and teams work together effectively and silo working is eliminated * Coaches immediate reports and puts it into practice where practicable and relevant * Offers Mentoring to key talent across the Force |

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| **Intelligent, Creative and Informed Policing** | | | | |
|  | **We Critically Analyse** | | **We are Innovative & Open Minded** | |
|  | **Problem Solving** | **Situational Judgement** | **Continuous Improvement** | **Futurology** |
| 1a | * Solves straightforward problems with support and checking from line manager * Is proactive and resilient in dealing with problems and issues * Understands simple consequences of actions * Takes in information quickly and accurately and separates it according to irrelevant, relevant or important information * Makes simple connections within problems | * Follows the principles and expectations of the Code of Ethics * Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance * Makes good decisions under pressure but allows more time to get it right where possible * Shows courage in the face of challenges * Doesn’t take the easy route for the sake of it | * Positive towards change and improvement and open to new ideas and perceptions * Discusses new ideas to improve ways of working with line manager * Sets CPD goals and plans, and works to complete them, shares knowledge and records new learning * Adapts to change and is flexible as the need arises * Spots issues with the current ways of working and reports them | * Keeps up to date with general digital advances * Connects with others through digital media * Works in an agile manner * Keeps an eye on future changes and what skills may be needed * Uses a digital and paperless option wherever practicable |
| 1b | * Solves simple problems (with review from line manager where appropriate) * Makes decisions in line with our mission, values and code of ethics * Breaks down complex problems into manageable chunks * Anticipates problems and develops potential solutions by understanding consequences of actions * Makes connections between apparently separate pieces of information and recognises gaps or omissions | * Follows the principles and expectations of the Code of Ethics * Measures risks by weighing up effectively the likelihood and consequences of outcomes and following guidance * Makes good decisions under pressure but allows more time to get it right where possible * Demonstrates courage in the face of challenges and takes the right action not the easy option * Doesn’t overreact and adapts their response to the situation they find themselves in | * Seeks appropriate opportunities to develop own area * Generates ideas to improve the team or department, shares knowledge around the team and encourages others to do likewise * Works with team to find a better way forward to blockages * Adapts to change and is flexible as the need arises whilst encouraging others to do the same * Sets and strives to achieve annual CPD goals and plans, and works to complete them | * Keeps up to date with general digital advances across the Team * Uses collaborative tools and software (eg Skype and messenger) where practicable * Works in an agile manner ensuring work is done at the most sensible and efficient location * Keeps an eye on future changes and considers the impact this may have on role * Uses a digital and paperless option wherever practicable |

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|  | **Problem Solving** | **Situational Judgement** | **Continuous Improvement** | **Futurology** |
| 2 | * Solves complex problems (with review from line manager where appropriate) * Makes decisions based on clear facts looking for solutions sometimes outside policing * Analyses problems and presents a summary of the facts when needed * Anticipates problems and creates multiple solutions to remedy by understanding and mapping consequences of actions * Recognises patterns, themes and connections between several diverse sources of information | * Follows the principles and expectations of the Code of Ethics and ensures team does too * Makes good decisions under pressure but allows more time to get it right where possible * Balances likelihood and consequences carefully but quickly to make the best decision available * Adapts quickly to different situations and decisions balancing decisive action with consideration * Asks incisive questions to test facts and assumptions, questioning and challenging data when necessary | * Contributes and supports organisational learning * Considers the wider impact of changes and improvements to the business * Champions force improvement initiatives and ensures continuous process improvement * Sets and strives to achieve annual CPD goals and challenging action plans * Spots opportunities or threats which may influence how the job is done in future | * Spots opportunity to improve own digital capabilities * Highlights processes or areas of work which would be better digital, paperlite or carried out through collaborative software * Works in an agile way making most efficient use of locations and collaborative areas * Keeps up to date with new digital advances and applies them to own area where possible and permitted * Uses digital advancements to connect with others and share information |
| 3 | * Ensures problems are solved on the basis of clear and indisputable evidence * Recognises patterns, themes and connections between several sources of information and peels away layers to discover new data * Uses a logical method for analysing and organising information * Generates solutions taking into consideration departmental and individual realities * Identifies a number of solutions and evaluates the relative strength of each (albeit this may be in the moment) | * Follows the principles and expectations of the Code of Ethics and ensures this is the same across the department * Makes good decisions under pressure but allows more time to get it right where possible * Is adaptable and bases decision on the best evidence from a range of sources * Ensures team or department does things right and encourages courage when faced with risk * Knows when to push for collaboration and when to be decisive | * Champions continuous improvement and innovation across the Force * Identifies opportunities to improve across the department and puts energy into this and * Reviews business processes to identify how to become more efficient and effective * Sets and strives to achieve annual personal CPD goals and challenging action plans * Considers the impact of changes in own department and manages this impact | * Uses digital advances to improve team or departmental offering to the benefit of customers and partners * Improves own digital capabilities and that of the team of department * Ensures team or department works agile, making efficient use of time and locations * Encourages collaboration through digital means wherever practicable * Brings new digital advancements to team or department wherever possible |

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|  | **Problem Solving** | **Situational Judgement** | **Continuous Improvement** | **Futurology** |
| 4 | * Identifies and evaluates organisational problems and possible causes to determine the cause and impact (what if) * Willing to take the courageous solution which challenges the norm * Generates solutions taking in to consideration individual, departmental, customer, political and organisational realities * Uses evidence rather than assumption to back up decision making * Uses logical methods and research to identify sound conclusions | * Follows and Champions the principles and expectations of the Code of Ethics across the Force * Makes good decisions under pressure but allows more time to get it right where possible * Is adaptable to situation and decisions and uses situationally specific information not one size fits all * Show courage to risk taking and stands by decisions * Encourages department to be more adaptable | * Conducts systematic reviews to ensure department is ‘match fit’ and considers improvement part of daily work * Provides space and encouragement to allow others to stand back from day to day activities * Considers wider impact of changes and manages the impact sensitively * Sets and strives to achieve annual personal CPD goals and action plans * Champions and recognises improvement and innovation across the department, supports time for creativity, to develop it and take appropriate risks | * Takes every opportunity to modernise the Force * Anticipates new advances in Policing and takes steps toward implementing them * Ensures the department adopts a digital mindset and is ready for new ways of working * Manages the department in an agile way collaborating with other departments and teams * Ensures the way the department works is fit for the future |
| 5 | * Takes the final say on any challenging Force decisions * Creates a culture of evidence based and data informed problem solving * Ensures problems are solved on the bases of critical analysis * Uses discretion wisely and shows courage knowing when the tried and tested is not the most appropriate and willing to challenge the status quo * Remains focused on outcomes and decisions | * Lives and breathes the principles and expectations of the Code of Ethics and ensures it is a prevalent part of the Force Culture * Takes a courageous stance to risk and chooses to do the right thing * Makes good decisions under pressure but allows more time to get it right where possible * Encourages the Force to adapt to situations and make decisions based on best facts available * Adapts to new information and decisions but maintains a steady strategy and remains on course | * Strives to create a maturity across the Force in Continuous Improvement * Works towards an innovative learning culture where everyone is continuously improving on a personal, team and Force level * Ensures reviews are in place and effective to ensure the Force is efficient, effective and legitimate * Sets and strives to achieve annual personal CPD goals and challenging action plans * Champions change, improvement and innovation and rewards success | * Anticipates changes in Policing and puts plans in place to be ready for them * Drives the Force to develop a digital mindset and embrace new ways of working * Ensures the Policing structure is ready for the demands of the future * Develops an Agile workforce ready to adapt to future opportunities * Uses digital media to enable the Force to be more connected and mobile |

**Underdone and Overdone Versions**

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|  | **Problem Solving** | **Situational Judgement** | **Continuous Improvement** | **Futurology** |
| **Underdone** | * Makes decisions based on assumptions without checking facts * Misses key information when investigating * Does not follow a logical path | * Is cavalier about risk and makes rash or ill thought through decisions * Is borderline on ethical conduct and is low on integrity * Does not take action when needed | * Does not see the need for change and improvement * Does not make any effort to carry out any personal CPD * Is negative about Force or Team CI | * Does not keep up to date with new advances * Prefers traditional approaches and not keen to lose pen and paper * Makes no effort to learn new methods |
| **Overdone** | * Paralysed by insuring a thorough investigation and too much data * Lacks decision making * More focused on the analysis than the outcome | * Too cautious and overreacts on the basis of a statistical one off * Is paralysed by decisions taking too much time or lacking conclusions * Too suspicious of colleague’s actions and motives and lacking in trust | * Doesn’t give new methods/processes time to imbed before changing again * Focuses on CPD which is not relevant to current or immediate future job role * Implements changes without considering the impact | * Too focused on the art of the possible and not grounded * Quickly adopts new ways of working but leaves others behind them * Bypasses systems and processes to adapt new technology and methods |
|  | **Valuing Diversity** | **Sensitivities/Political** | **Customer Service** | **Accuracy/Sustainable** |
| **Underdone** | * Too focused on own values, beliefs and approach * Does not consider diversity of opinions and sticks to same small group * Does not adapt style where needed to gain greater understanding | * Does not consider impact on others * Does not relate well to emotions, empathy or systems at play in relationships * Does not manage interactions carefully | * Has a narrow view of who our customers are and possibly neglects internal customers * Sticks to tasks within own role failing to demonstrate ownership * Doesn’t pass on service issues | * Makes silly mistakes in work which could have been avoided with checks * Fails to think about the long term impact of mistakes * Does not see benefit of being accurate and sustainable |
| **Overdone** | * Adapts too much to others with specific needs, singling out their differences * Too focused on differences and ends up alienating others * Too cautious about offending others to make a decision that is right for the majority | * Too effected by empathy and struggles to give others bad news * Is manipulative * Makes other people feel ‘managed’ | * Gives advice and support to customers inappropriately outside of own level often when trying to help * Over promises customers * Responds too quickly without required information | * Speed of works suffers because every detail is checked * Present work suffers because of inappropriate consideration of the future * Frustrates customer with over-checking |
|  | **Supporting/Coaching** | **Leadership** | **Complexity/Strategy** | **Partner Working** |
| **Underdone** | * Consistently directs or tells others what to do and likes things done their way * Works in an isolated fashion not really engaging with others * Rarely participates in team activities | * Does not articulate a clear direction for self or others * Doesn’t connect well with others * Is not a good role model or show good followership behaviour | * Struggles with own level of complexity * Struggles to manage and bring together multiple tasks/people or projects * Is lax about deadlines | * Prefers to work on own or in silos * Does not provide correct updates to partners * Misses opportunities to work together or build relationships |
| **Overdone** | * Coaches staff on decisions that need managerial direction * Too collaborative and lacks decision making or Takes on problems that should be solved by others * Seen as a bit over exuberant or over the top | * Leadership is clouded by own ambition * Displays good behaviour but for the wrong motives * Follows when they should be leading | * Wastes time organising things that are already running smoothly * Neglects simpler tasks as too focused on the complex ones * Is too strict on deadlines with others at the cost of relationships | * Involves too many partners to enable effective decision making * Own workload becomes management by committee * Relationships or work within the Force suffer as they are too focused on partner working |