

Our behaviours our performance

How demonstrating our behaviours drives high performance

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Our behaviours, our performance

Across our organisation we have one set of behaviours that link to the four pillars of our strategy – our people, our customers and users, our delivery and value for money. By having one set of behaviours that apply to all roles, the **how** we work together is clear to everyone; we work towards the same goals and understand better what we expect from each other.

Our behaviours influence our work, our development, our progress and our success. While good standards of behaviours are expected, our aim should be to demonstrate high and ultimately ‘role model’ standards of behaviour in everything we do.

Our behaviours are



Accountable

Take personal responsibility for your actions and don't make excuses about why something isn't possible. Tell others what they can expect from you.



Active

Step up, don't wait for others.
Make things happen, make things better and find solutions.



Collaborative

Share your knowledge with others outside your immediate team so everyone can make better decisions. Don't waste time by excluding others.



Direct

Get each task done as quickly as possible, by communicating clearly and not wasting time.



Fair and consistent

Be open and honest about your decisions, and consider other people's viewpoints and needs.

How we use our behaviours

Our behaviours influence everything that we do at **work**, every day. They're also fundamental to how we manage and develop our people.

- When we **recruit** our behaviours are used in our assessment and selection processes. They make sure we have the right people in the right roles, who understand how we work together
- When we review **performance** we look not just at what has been achieved, but how we've achieved it. By including behaviours in our performance review conversations, we are all measured against the same standards of behaviour, wherever we work in **our organisation**
- When we provide **development** – we offer learning and development opportunities that incorporate our behaviours, as well as the acquiring of skills
- When we **reward** people or **recognise** their contribution we take into account how they've demonstrated our behaviours as well as what they've achieved. We encourage managers and colleagues to recognise the behaviours of others informally and formally

Behaviours and performance

Our behaviours are referred to in every performance and development conversation. The performance and development form asks for examples of how our behaviours have been demonstrated for both mid and end of year reviews. Here are some example entries to help you understand the sort of information your manager will be looking for.



Accountable

Control room assistant

I missed passing on some important service information to the right people, so I've spent time making sure I know the procedures thoroughly and now I double-check everything is passed on correctly. It's working really well.



Active

Finance assistant

To make sure I get my reports signed off on time, I've started delivering them by hand to my internal customers. I used to email them across and then sit and wait for a reply. It's helped me meet my objective of improved timeliness.



Collaboration

Team leader

I've introduced 'help me decide' sessions with my team so they can contribute their ideas to decisions which affect their day-to-day work. It's helped their motivation, helps me arrive at the right answer and we're much closer to achieving our output target than we were three months ago.



Direct

Customer service advisor

I suggested we adopt a 'direct' test in our daily briefings because they were going on so long. We're now spending more time doing what we should be doing, helping customers, and it shows in the customer satisfaction scores we're getting.



Fair and consistent

Shift manager

I've known two out of three of my direct reports really well as we've worked together for years. I've made sure all of them have completely objective performance measures so that my personal relationships don't influence my judgement of their performance. I've also used the guide to great performance conversations to help me treat them all equally at review time. We all seem to be working more effectively together as a result.

The behaviours matrix

There are many ways our behaviours can be demonstrated – that very much depends on your role and on day-to-day circumstances. However, to promote consistency and provide clarity on how our people should be managed, we've developed a table which gives examples of how each behaviour can be demonstrated day to day, at different levels of the organisation. It also shows what is, and is not an acceptable standard of behaviour.

Managers from across our organisation have helped develop the matrix so they reflect the real work that goes on every day across our business. The examples are provided at three levels, foundation – all roles, band 3 or equivalent and band 4 and above.

A 1–5 rating scale shows 1 as a low standard of behaviour and 5 as 'role model' behaviour. While good standards of behaviour are expected, our aim should be to demonstrate high and ultimately 'role model' standards of behaviour in everything we do.

You and your manager can refer to the matrix as part of your performance and development conversations, to help you agree how well you are demonstrating each behaviour.



Accountable – takes ownership and responsibility



Foundation All roles	<ul style="list-style-type: none"> Blames others for mistakes Focuses on the problem not the solution – does not try to resolve issues Avoids taking personal responsibility and ownership for tasks and decisions Finds excuses for non delivery Does not clearly articulate what their commitment is or what is expected of others Escalates issues unnecessarily Fails to escalate issues they cannot resolve themselves Distances self from team's/peer's mistakes or their challenges Publicly voices criticism of TfL 	<ul style="list-style-type: none"> Takes personal responsibility and ownership for tasks and decisions Is prepared to admit to mistakes Always remains professional Clearly articulates what is expected of others and self to ensure delivery Escalates issues appropriately Knows their limitations and when to seek support Recognises mistakes and mitigates against reoccurrence Understands their and their colleagues contribution to team/business goals Helps colleagues and/or direct reports deal with challenges Takes accountability for outcomes and impact on TfL reputation – doesn't blame others Is receptive to change Demonstrates commitment to required standards 	<ul style="list-style-type: none"> Willing to step in and take additional responsibility Takes responsibility for implementing lessons learnt Fully understands how they and others contribute to overall objectives of business Takes ownership for delivery of their own and their team's objectives Sets stretch targets for self/team Role model for the standards they expect from others Looks for new opportunities to add value Is a positive ambassador for their team, business area, TfL Positive about change and open to ideas Does the right thing irrespective of impact on self or team
Band 3 or equivalent	<ul style="list-style-type: none"> Creates a culture that readily blames others Does not explain what they are responsible for Abdicates responsibility – for team deliverables, customer service, savings, team performance Delegates responsibilities inappropriately 	<ul style="list-style-type: none"> Displays strong personal commitment to team's goals – unblocks problems for the team Takes personal responsibility for team's performance – ensures the team is trained, capable, informed for delivery Helps peers and direct reports manage issues to avoid escalation Draws attention to scale of risks within the decisions or recommendations they make Recognises their role in positively influencing the team – is an advocate of continuous change/improvement 	<ul style="list-style-type: none"> Challenges scope of personal responsibility Identifies area of improvement outside of direct accountability and takes responsibility for improvements and outcomes Proactively and positively looks to shape the direction of the team, business area
Band 4 and above and equivalents	<ul style="list-style-type: none"> Abuses position of authority Fails to communicate Company vision clearly and their areas' role in delivering it Blames their team and doesn't recognise impact of own role on team or on delivery Leads in isolation from the TfL Story and 4 pillars of value, delivery, customer, and people 	<ul style="list-style-type: none"> Recognises they are ultimately responsible for their own and their teams' performance Takes responsibility and achieves resolution of issues to aid delivery – to scale and complexity Empowers others to take responsibility Embraces the opportunity to shape the business Advocate for the changes the business needs to make 	<ul style="list-style-type: none"> Resolves issues outside span of control Makes right business decision irrespective of impact on self or team Inspires others to seek opportunities to shape the business Takes measured risks to do better Acts as a role model for the standards the business aspires to and in leading in alignment with the TfL Story and 4 pillars



Active – focuses on results and delivery



Foundation All roles	<p>Accepts existing ways of doing things</p> <p>Avoids decision making & taking action</p> <p>Does not take initiative despite opportunities</p> <p>Has no sense of urgency – works at slower pace than demands of role</p> <p>Sits back and waits to be asked to contribute</p> <p>Fails to challenge to detriment of delivery</p> <p>Fails to take action or decisions when delivery/deadlines under threat</p> <p>Requires high level of support or reassurance prior to taking action</p>	<p>Delivers with speed</p> <p>Results oriented – delivers what is needed, when needed</p> <p>Uses initiative – identifies improvements</p> <p>Seeks better way of doing things – does not waste funds or resources</p> <p>Seeks help and guidance to aid delivery</p> <p>Shows commitment to objectives set</p> <p>Manages expectations and meets them</p> <p>Takes action to overcome barriers to delivery</p> <p>Remains positive despite setbacks or challenges – finds solutions</p> <p>Keeps customer at the heart of what they do</p>	<p>Continually seeks better ways of working and delivers improvement</p> <p>Looks ahead to identify potential problems and takes preventative action</p> <p>Maximises impact of a solution – and can think laterally in doing so</p> <p>Challenges expectations</p> <p>Tackles barriers head on</p> <p>Doesn't wait to be asked to contribute</p> <p>Considers the long term implication of their decisions/actions on the customer and TfL</p> <p>Gives additional effort to exceed requirement</p> <p>Prepared to make decisions</p> <p>Handles challenges/pressure effectively</p>
Band 3 or equivalent	<p>Seeks reassurance prior to action</p> <p>Steps back from decision making</p> <p>Gives up quickly when faced with barriers</p> <p>Ignores assistance to detriment of delivery</p> <p>Lack of visibility and participation</p> <p>Does not make best use of funds or resources eg exceeds budget, misses deadlines</p> <p>Makes little or no attempt to encourage commitment in others to business objectives</p> <p>Fails to take lead when team delivery/deadlines under threat</p>	<p>Continually seeks to realise opportunities to improve</p> <p>Identifies right time to intervene to mitigate risks to delivery</p> <p>Demonstrates resilience and determination in overcoming barriers</p> <p>Is visible and available to team/colleagues</p> <p>Drives and motivates others to deliver and achieve their objectives</p> <p>Focuses effort on getting things done to budget/time/quality</p> <p>Continually works to improve team delivery</p>	<p>Working style generates enthusiasm and engagement from others</p> <p>Demonstrates courage by driving innovative solutions to achieve business results</p> <p>Challenges self around deadlines, quality of work and output to increase effectiveness</p> <p>Makes the right choices for the customer and TfL – takes a considered approach</p> <p>Shows enthusiasm and commitment to TfL's long term objectives; positive influence</p> <p>Anticipates and deals with risks/obstacles</p>
Band 4 and above and equivalents	<p>Ignores obvious opportunities for business performance improvement</p> <p>Takes action but does not consider potential risks involved</p> <p>Does not share vision</p> <p>Fails to convince/engage with audiences to detriment of delivery</p> <p>Makes decisions based on 'quick fixes' – doesn't think about longer term implications</p> <p>Sets strategy or priorities that don't move the business forward.</p> <p>Doesn't act when negative trends identified</p>	<p>Drives and engages with others; leads delivery</p> <p>Publicly rewards results</p> <p>Continually works to improve delivery by self and team – manages obstacles for business area</p> <p>Shares, promotes and seeks buy in to vision</p> <p>Inspires others to deliver</p> <p>Makes decisions and recommendations based on sound commercial principles</p> <p>Effectively supports the changes that the business needs to make</p>	<p>Puts company vision at heart of approach to delivery</p> <p>Encourages, inspires and engages stakeholders to improve delivery</p> <p>Continually looks to improve delivery of self, team and wider business</p> <p>Develops and drives new challenging business initiatives to aid delivery</p> <p>Drives change and improvement that benefits TfL and its customers</p> <p>Makes decisions and recommendations that bring commercial benefits</p>



Collaborative – trusts, respects and involves others



Foundation All roles	<p>Does not willingly share knowledge, information or best practice</p> <p>Demonstrates reluctance to involve others</p> <p>Works in own silo and tolerates silo working in others</p> <p>Unwilling to consider others' perspectives, objectives, input</p> <p>Does not consider impact of what they do on others</p> <p>Does not trust and respect others</p> <p>Is not receptive to others eg defensive when others raise queries/request data</p> <p>Collaborates only for own self interest</p> <p>Competes against colleagues</p> <p>Resists others' new ideas</p> <p>Undermines others' ability to deliver their objectives/responsibilities eg Excludes others and wastes time</p>	<p>Works well as part of a team and supports others as appropriate</p> <p>Regularly shares relevant knowledge, information, best practice or learning</p> <p>Builds effective relationships with all parties</p> <p>Trusts and respects others</p> <p>Seeks and accepts input from others – at right time and at right level</p> <p>Encourages others to work together</p>	<p>Proactively seeks to resolve barriers to collaboration</p> <p>Recognises strengths of others and seeks their input</p> <p>Proactively identifies and manages key stakeholders</p> <p>Brings right people together to aid delivery and effective decisions</p> <p>Proactively seeks to understand the needs of colleagues, customers, stakeholders</p> <p>Understands the different priorities and challenges others face and works for the common good</p> <p>Proactively builds strong and effective working relationships with colleagues/stakeholders to improve delivery</p> <p>Is always approachable and willing to support others</p>
Band 3 or equivalent	<p>Withholds information to detriment of the business</p> <p>Holds information back from team or from certain team members or colleagues</p> <p>Involves others to avoid making decisions</p> <p>Fails to delegate or do so appropriately within team or with colleagues</p> <p>Doesn't encourage working across team(s)</p> <p>Supports activities reinforcing silo mentality</p>	<p>Understands and promotes the value of team working beyond own team</p> <p>Identifies and builds effective relationships with stakeholders</p> <p>Takes others' view points and priorities into account when making decisions/setting objectives</p> <p>Seeks to overcome silo working</p> <p>Recognises and acknowledges others' contributions</p> <p>Understands and manages the impact of actions on other parts of the business</p> <p>Shares/delegates responsibilities as needed to ensure objectives are met</p>	<p>Proactively seeks best practice elsewhere within the company and externally and implements positive improvements</p> <p>Builds and maintains networks to identify best practice and improve delivery</p> <p>Creates an environment in which colleagues help each other to achieve their goals</p> <p>Actively ensures team works positively with other parts of the business</p>
Band 4 and above and equivalents	<p>Reluctant to challenge silo working</p> <p>Promotes silo working – in what they say and how they commission work or develop strategy</p> <p>Undermines others' achievements</p> <p>Uses status, power or position to get own way or forward own agenda at expense of broader business considerations</p> <p>Fails to consider the objectives of other areas when setting business priorities</p>	<p>Creates and sustains an effective team working culture; proactively builds/maintains relationships</p> <p>Shares own priorities, objectives, issues with other parts of the business</p> <p>Works in a way that supports the delivery of objectives of others and business</p> <p>Participates in cross functional working groups when required</p>	<p>Drives and delivers cross functional and pan-TfL working to improve performance</p> <p>Encourages and inspires others to work together</p> <p>Thinks and acts in the interests of the business, directorate and team before self</p> <p>Creates an environment where others feel empowered to share ideas and views and make decisions</p> <p>Prepared to compromise or seek win/win for the wider good</p>



Direct – communicates and challenges constructively



Foundation All roles	<p>Does not share information appropriately</p> <p>Communicates without thought using complex or ambiguous language/jargon/acronyms</p> <p>Inappropriate communication style eg rude, abrupt, aggressive, curt</p> <p>Not open to feedback & does not feedback constructively to others</p> <p>Fails to address poor performance or inefficiency unless told to do so</p> <p>Poor quality of written communication</p>	<p>Always shares & communicates information appropriately & according to audience</p> <p>Communication style is concise, clear, relevant and courteous</p> <p>Open to personal feedback and constructively challenges others</p> <p>Applies feedback to own personal deliverables</p> <p>Regularly shares learning with others</p> <p>Deals with issues as they arise</p> <p>Puts in effort to ensure tasks completed on time</p> <p>Constructively challenges others eg where inefficiencies or delays are seen</p>	<p>Welcomes feedback as an opportunity to make significant improvements</p> <p>Is brave and challenges constructively at all levels where improvements can be made</p> <p>Takes appropriate risks to enable delivery</p> <p>Proactively tackles issues or problems that cause delays</p> <p>Demands pace and directness from peers and others to drive business performance improvement</p> <p>Focuses effort on tasks that add value and have immediate and long term benefit</p>
Band 3 or equivalent	<p>Does not take action if issues appear challenging</p> <p>Does not adapt communication style to suit audience – creates confusion and/or conflict</p> <p>Communication quality doesn't fit team needs</p> <p>Hides behind policy/procedures</p> <p>Allows poor performance or behaviour to continue or takes too long to address</p> <p>Gives mixed or unclear messages as to performance and pace required</p> <p>Creates delays and blockers for others</p>	<p>Uses a wide range of communication styles to provide maximum impact</p> <p>Seeks out and acts on feedback</p> <p>Is open and honest; gives difficult feedback when appropriate</p> <p>Demands pace and directness from peers & direct reports – encourages efficiency</p> <p>Provides straightforward, clear direction & seeks to clarify understanding</p> <p>Challenges poor behaviour and performance and manages consequences</p> <p>Focuses own and others effort on getting the right things done</p>	<p>Creates open dialogue with all so they will provide feedback</p> <p>Demands efficiency from team to drive business improvement</p> <p>Presents clear and logical rationale for change for why changes/improvements should be made</p> <p>Creates and maintains momentum through actions</p> <p>Prioritises activities and effort on adding long term value and benefit to customers</p> <p>Actively gathers feedback as improvement opportunity</p> <p>Encourages higher levels of performance in others through effective communication</p>
Band 4 and above and equivalents	<p>Communicates in the same style regardless of audience</p> <p>Wastes or misallocates resources</p> <p>Hides behind business strategy</p> <p>Alienates or confuses others by using inappropriate language</p> <p>Fails to take action that could be harmful to business</p>	<p>Seeks out and acts on feedback in an open and engaging manner; encouraging others to do so</p> <p>Decisive, courageous and diplomatic when giving feedback</p> <p>Adapts approach to overcome difficult challenges and gain commitment from others</p> <p>Takes account of efficiency and speed of delivery to others when establishing priorities</p> <p>Sets clear goals and objectives that deliver what is right for customer and business</p>	<p>Communicates in a way that inspires, creates belief and motivates others to deliver</p> <p>Challenges and achieves improvement at all levels in interests of the company</p> <p>Proactively seeks out performance issues that need to be addressed to improve business performance, delivery and efficiency</p> <p>Shapes activities around long term benefits to customers</p> <p>Anticipates and addresses problems and challenges that negate delivery of objectives</p>



Fair and Consistent – acts with integrity and openness



Foundation All roles	<p>Lacks integrity eg changes position or gives an unfair account for personal benefit</p> <p>Presents others' good ideas as their own</p> <p>Does not respect others eg Undermines others' achievements or role in contributing</p> <p>Openly displays prejudice or favouritism</p> <p>Allows pre-conceptions to influence decisions</p> <p>Is not transparent in decision making</p> <p>Displays inappropriate behaviour</p> <p>Turns a blind eye to poor behaviour</p>	<p>Treats everyone fairly and consistently</p> <p>Takes time to understand individual needs and views; encourages colleagues to do so</p> <p>Is open and honest in their decision making and objectives</p> <p>Demonstrates integrity in everything they do</p> <p>Ensures appropriate behaviours are known and understood by team</p> <p>Understands their business units Equality and Inclusion priorities</p> <p>Recognises and embraces people's differences and needs</p> <p>Takes action to ensure inappropriate behaviour is not repeated</p>	<p>Challenges inappropriate behaviour or unfairness in processes and procedures</p> <p>Provides others with the opportunity to contribute</p> <p>Recognises and respects different strengths in people</p> <p>Trusts and respects the expertise of others to do their job and to contribute</p> <p>Treats customers and colleagues with respect and according to their needs – shows that they are valued in every transaction</p> <p>Ensures the reasons for their decisions are understood and relates to the 4 pillars</p> <p>Takes opportunities to acknowledge the contribution of others</p>
Band 3 or equivalent	<p>Avoids the Equality and Inclusion agenda</p> <p>Avoids dealing with inappropriate behaviour/issues/ conflicts</p> <p>Fails to recognise business impact of poor behaviour</p> <p>Inconsistent information sharing</p> <p>Does not understand importance of open, honest decision making</p> <p>Confuses equality with treating everyone the same</p>	<p>Actively contributes to a culture of trust and respect for all – within own team and across TfL</p> <p>Challenges own behaviour and actions to ensure fairness and consistency</p> <p>Seeks to informally resolve issues or concerns</p> <p>Actively seeks to manage or promote the Equality and Inclusion agenda</p>	<p>Challenges inappropriate behaviour outside of own team</p> <p>Creates an environment in which individual contributions are valued</p> <p>Achieves a balance between needs of individual and the business</p> <p>Identifies and breaks down barriers to fairness and consistency</p> <p>Promotes honesty and integrity</p> <p>Promotes informal issue resolution</p> <p>Proactively communicates difference between equality and treating people the same</p>
Band 4 and above and equivalents	<p>Not proactive in dealing with issues – long standing imbalances or negative trends remain unchecked</p> <p>Directs staff to adapt behaviours that they do not display themselves</p> <p>Does not address inappropriate behaviour systemically</p> <p>Undermines Equality and Inclusion agenda by not making it integral to what they do or develop</p> <p>Through their actions creates a mistrusting work environment; viewed as unfair</p>	<p>Proactively deals with issues appropriately</p> <p>Role models fairness and understanding and encourages colleagues at all levels to do so</p> <p>Builds a culture of trust and respect for all</p> <p>Leads the Equality and Inclusion agenda</p> <p>Brings team members with them in their decision making so that it is felt as fair or understandable</p>	<p>Creates a culture whereby individual's strengths and differences are embraced</p> <p>Champions Equality and Inclusion agenda through their influence, actions and achievements</p> <p>Is committed to providing equal chances for all</p> <p>Proactively identifies and breaks down corporate barriers to fairness</p> <p>Ensures fairness and consistency underpins their development of strategy</p>

You can find more information about our behaviours
on the **Managing Performance** pages on Source