

Our Behaviours Framework

What is the behaviours framework?

The behaviours framework is a set of core behaviours which define HOW we are expected to approach our work and sits alongside WHAT we do, as outlined in each of our job descriptions.

The framework details the behaviours and attitudes required by all employees and it supports the delivery of our business plan, values and culture.

Why do we need a behaviours framework?

Cobalt should be a fulfilling and enjoyable place to work; we know that people who are happy and enthusiastic will help provide even better services. We also recognise the crucial role each and every one of us plays in helping to achieve our aspirations. By demonstrating the right attitudes and behaviours, Cobalt will be in a far better place to deliver great outcomes for all.

What are the key behaviours and how do they work?

There are six Cobalt behaviours for every member of staff. All six behaviours are divided into three categories with individual descriptions that define what great looks like. There are also unacceptable behaviours listed which describe what not to do.



The three categories are:

Expected behaviours

The minimum standard expected of all staff.

Stretch behaviours

These are the behaviours we expect to see in our top performing employees and for those people wishing to progress to senior or managerial positions.

Leadership behaviours

These are the behaviours we would expect to see in our leaders; these behaviours are about role-modelling and being accountable at all times.

Every member of staff will clearly understand what Cobalt expects of them through the performance process and discussions with their line manager. By discussing these behaviours on a regular basis, it will enable positive feedback to be provided where standards are being met, but also clear guidance if behaviours need to improve.

Can-Do Attitude

With enthusiasm and a 'can-do' attitude, you respond positively to challenge and change, going above and beyond your role to deliver top quality services.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You are punctual, polite and friendly ✓ You take pride in your work ✓ You go the extra mile for your customers and colleagues ✓ You listen, understand and respond to your customers' needs ✓ You have a positive outlook and motivated to do things better 	<ul style="list-style-type: none"> ✓ You influence and inspire others with your can-do attitude ✓ You anticipate and embrace change ✓ You focus on longer-term outcomes, not just the here and now ✓ You do the right thing rather than the easy thing ✓ You create and encourage others to think of better ways of working 	<ul style="list-style-type: none"> ✓ You see everyone as a customer, research their needs and ways to meet them ✓ You are a role-model, encouraging a can-do attitude and challenging those that don't ✓ You are resilient when things are tough ✓ You respond positively to feedback and act upon it ✓ You harness your teams energy and efforts to focus it on the right things 	<ul style="list-style-type: none"> ✗ You are unwilling to embrace change ✗ You show a lack of concern about the quality of your work ✗ You display a negative attitude towards others and your work ✗ You focus on problems and not solutions ✗ You 'pass the buck'

Responsibility

You take personal responsibility for your actions, decisions and service delivery, using your initiative to identify and overcome obstacles.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You know what's expected of you ✓ If things go wrong, you use your initiative to put them right ✓ You seek help when you need it and offer your help to others ✓ You ask for feedback on your performance and respond positively ✓ You plan your time and workload responsibly 	<ul style="list-style-type: none"> ✓ You don't shy away from difficult decisions and take responsibility for the decisions you make ✓ You put aside personal opinions for the good of the business ✓ You are accountable for what and how you deliver ✓ You encourage a blame-free culture ✓ You actively seek to understand of what's happening across the wider business 	<ul style="list-style-type: none"> ✓ You look after the welfare and well-being of your people ✓ You say 'No' when it's the right thing to do and don't hide behind process or procedures ✓ You stand by your decisions and support those of your people ✓ You support your team with the tools and skills they need to deliver ✓ You delegate to the right person at the right time and encourage this in others 	<ul style="list-style-type: none"> ✗ You blame the system and don't take responsibility when you're at fault ✗ You ignore problems, don't use your initiative and hide behind your job description ✗ You are dismissive of new ideas ✗ You fail to support or try to undermine ideas or instructions that you don't agree with

Working Together

You work cross-functionally, engage with and support your colleagues to deliver the best possible outcomes for the business.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You take time to build good relationships with colleagues and customers ✓ You display a positive team spirit ✓ You share your skills and knowledge to help others ✓ You work in collaboration with people in other teams ✓ You are open and honest with your colleagues 	<ul style="list-style-type: none"> ✓ You encourage a culture where people freely share ideas and solutions ✓ You recognise and respond positively to ideas from others ✓ You role-model working together for shared results ✓ You build strong relationships with stakeholders both internally and externally ✓ You celebrate and promote good examples of collaborative working 	<ul style="list-style-type: none"> ✓ You resolve conflict effectively ✓ You negotiating and compromise to achieve the best outcomes for the business ✓ You encourage people to form new relationships internally and externally ✓ You give praise and recognition for collaborative working ✓ Creates a “Cobalt team” culture where people work together willingly and well 	<ul style="list-style-type: none"> ✗ You play power games and use your status to disrupt collaborative working ✗ You focus solely on delivering your own team’s agenda ✗ You do not work effectively as part of a team ✗ You do not engage others and fail to ask for their opinions and ideas ✗ You tolerate or reinforce silo working

Innovation

You are a role model for your colleagues, by developing and sharing new ideas you encourage and inspire all around you to do more.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You contribute to discussions around change and innovation ✓ You are creative and like to look at things from different angles ✓ You strive to develop your skills ✓ You think outside the box and look for better ways of doing things ✓ You embrace new ideas 	<ul style="list-style-type: none"> ✓ You promote a culture of continuous improvement ✓ You are motivated to implement best practice ✓ You consider wider service delivery rather than focussing on specific activities or functions ✓ You are mindful of positive customer experiences in any change ✓ You create an atmosphere of positivity and future focus 	<ul style="list-style-type: none"> ✓ You are a promoter of change ✓ You establish the need for change and bring your colleagues with you ✓ You inspire and encourage creative thinking in those around you ✓ You come up with new ideas and follow them through with action ✓ You encourage people to think for themselves 	<ul style="list-style-type: none"> ✗ You are one-dimensional in your thinking and approach to problem solving ✗ You are self-interested and fail to see the bigger picture ✗ You are resistant to change and regard challenges negatively ✗ You fail to share relevant information to maintain an advantage over others

Communicating with Impact

You communicate in a way that makes people sit up and listen. You understand what makes people ‘tick’ and you know how to get the best out of them.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You adapt your communication to meet the needs of others ✓ You simplify and summarise complex information ✓ You ask for opinions and are open and honest ✓ You understand how your behaviours can impact on others ✓ You are enthusiastic, positive and professional when talking about the business 	<ul style="list-style-type: none"> ✓ You can deal sympathetically with conflicting points of view ✓ You are aware of the impact you and your team have on external customers ✓ You communicate with enthusiasm and optimism ✓ You spend time getting to know your customers and colleagues and adapt your approach accordingly 	<ul style="list-style-type: none"> ✓ You encourage open discussions in a non-challenging environment ✓ You seek and respond to feedback from all parties with positivity ✓ You talk with pride and cheerfulness about the future ✓ You display confidence and passion in Cobalt and its people ✓ You share everything your people need to do a great job 	<ul style="list-style-type: none"> ✗ You make little effort to understand the needs or opinions of others ✗ You demonstrate a negative attitude ✗ You fail to adapt your communication to different groups ✗ You fail to deliver clear messages by over-complicating things and hiding behind detail ✗ You use inappropriate language or behaviour

Integrity

You are morally and ethically responsible and listen and respond to the needs of others. You value openness and difference ensuring everyone is treated with dignity and respect. You keep your promises and you don’t act in a way that may compromise others.

Expected Behaviours	Stretch Behaviours	Leadership Behaviours	Unacceptable Behaviours
<ul style="list-style-type: none"> ✓ You operate in line with policies and procedures ✓ You appreciate differences in people and are respectful of others ✓ You show honesty and fairness at all times ✓ You keep your promises and don’t let colleagues down ✓ You speak up when you see things you feel are not right 	<ul style="list-style-type: none"> ✓ You demonstrate an inclusive nature ✓ You show humility when you get it wrong and own up to your mistakes ✓ You show moral courage when dealing with difficult situations ✓ You act with integrity and encourage this in those around you 	<ul style="list-style-type: none"> ✓ Your inclusive leadership style creates a culture where everyone feels they belong ✓ You do not tolerate deliberate breaches of policy or confidentiality ✓ You do not compromise on your principles ✓ You challenge inappropriate behaviour ✓ You promote a culture of good governance and compliance 	<ul style="list-style-type: none"> ✗ You are disrespectful to or seek to undermine others ✗ You deliberately exclude others where they could benefit from being involved ✗ You knowingly breach security or confidentiality ✗ You are dishonest and fail to keep your promises ✗ You turn a blind eye to problems or failures