

We put customers first

We build trust by giving excellent service, listening and taking action on what our customers tell us

Core behaviours:

- We treat our customers as individuals
- We keep our customers up-to-date
- We make changes based on customers' feedback
- We demonstrate a positive attitude to customers

Administrators

Encouraged:

- I react to customer enquiries and issues within the expected (or reasonable) timescales, and I take accountability to find solutions and give feedback
- I go above and beyond what is required to deliver great service
- I make sure the first customer experience is a good one

Discouraged:

- Acting in a manner that has a negative impact on the team or business
- Not putting customers at the heart of what we do
- Not following customer requests through to a successful conclusion

First Line Managers/Supervisors/Specialists

Encouraged:

- I set high standards of service for all customers whether internal or external
- I take actions to make sure that communications with my customers and stakeholders are timely, appropriate and followed through to a successful conclusion
- I demonstrate a good understanding of what my customers and stakeholders want and seek feedback as to whether expectations have been met for both me and my team

Discouraged:

- Demonstrating a lack of understanding of our customers
- Having no self-awareness of how a team's behaviours affect our customer performance
- Demonstrating a lack of appreciation that there's a customer at the end of everything we do
- Not managing poor customer service within teams or the wider business

Industrials

Encouraged:

- I look at my work from my customer's point of view
- I always treat a property as I would treat my own home
- I'm always polite and smile

Discouraged:

- Receiving negative feedback regarding behaviour while on site
- Demonstrating a lack of understanding and awareness that customers are at the heart of everything we do
- Failing to manage our customers expectations by making promises that can't be met

Leaders

Encouraged:

- I set high standards of service for all customers, whether internal or external
- I take actions to make sure that communications with my customers and stakeholders are timely, appropriate and followed through to a successful conclusion
- I demonstrate a good understanding of what my customers and stakeholders want and seek feedback from them
- I take time to understand the impact of customer service in the wider business
- I meet with customers and stakeholders to make sure my team can meet their needs

Discouraged:

- Unable to describe the company's commitment to customers and stakeholders
- Demonstrates a lack of understanding of customers and how to manage their expectations
- Demonstrates a lack of awareness of how my team affects customer performance
- Doesn't take account of others' priorities

We take pride

We take ownership and are accountable for our work, going above and beyond to get great results

Core behaviours:

- We make sure we are clear about our individual responsibilities
- We make sure we are accountable for our work
- We know our own individual strengths and use these to help other people and projects
- We celebrate our achievements

Administrators

Encouraged:

- I strive to be the best I can be at work
- I take end-to-end ownership of my work
- I have a 'right first time' philosophy
- I say thank you

Discouraged:

- Displaying a lack of interest in the business and its Values
- Displaying inappropriate behaviours when given feedback on areas for improvement
- Confusing long hours with making a good contribution

First Line Managers/Supervisors/Specialists

Encouraged:

- I strive to be the best I can be at work
- I celebrate the success of my team
- I am an advocate for my team within the business, I know their strengths and use them to get the best results, for the individual and our company
- I have a 'right first time' philosophy
- I say thank you
- I provide open and honest feedback to my team/peers

Discouraged:

- Demonstrating a lack of drive to improve the performance of yourself and your team
- Demonstrating a lack of understanding of how your team impacts on the business
- Not valuing shared learning and what it can bring to your team
- Demonstrating limited ability to develop relationships, focusing on tasks rather than people

Industrials

Encouraged:

- I strive to be the best I can be at work
- I am clean, tidy and presentable at all times
- I take end-to-end ownership of my work
- I have a 'right first time' philosophy
- I say thank you!
- I always treat a property as I would treat my own home

Discouraged:

- Undermining business processes, demonstrating inappropriate behaviours by being deliberately difficult
- Lacking ownership of delivering customer service and performance results
- Not pushing yourself to raise the bar
- Taking unnecessary risks

Leaders

Encouraged:

- I strive to be the best I can be at work
- I celebrate the success of my team, regularly say 'thank you' and recognise individual and collective contributions
- I am an advocate for my team within the business, I know their strengths and use them to get the best results, for the individual and our company
- I encourage a 'right first time' mindset and consider opportunities for continuous improvement
- I provide appropriate, open and honest feedback to my colleagues to help them be the best that they can be and address negative behaviours

Discouraged:

- Demonstrating a lack of drive to improve the performance of yourself and your team
- Focusing on promoting own reputation
- Not promoting or celebrating the success of others
- Not demonstrating the desire or ability to appropriately recognise achievements or to deal with poor performance or behaviour

We work as a team

We build relationships with colleagues and partners, share best practice and encourage honest, open conversations

Core behaviours:

- We make time to meet with other teams
- We never knowingly let another colleague or team fail
- We are skilled at giving/receiving feedback
- We learn best practice from outside WWU

Administrators

Encouraged:

- I encourage those working around me
- I learn from colleagues and share my learning with others
- I trust and support my colleagues
- I always try to help and support other team members

Discouraged:

- Lacking awareness of how behaviours impact on others
- Avoiding working as part of a team, preferring to work alone
- Lacking accountability for team targets and goals
- Never offering to help and support colleagues
- Avoiding making a contribution to the team

First Line Managers/Supervisors/Specialists

Encouraged:

- I share best practice and provide support to my team and peers
- I make time for team discussions and meetings
- I trust and support my colleagues
- I understand what other teams do so we know how to effectively work together
- I am confident working with others to get great results for the business

Discouraged:

- Excluding and alienating others in your own and other teams
- Demonstrating a lack of accountability for your own and other teams' delivery
- Demonstrating a silo mentality
- Disregarding ideas from others and demonstrating a dismissive attitude by not listening
- Not treating colleagues with dignity

Industrials

Encouraged:

- I encourage those working around me
- I trust and support my colleagues
- I interact positively with all colleagues in the workplace not just those in my own team
- I work with colleagues to make sure our team priorities are met

Discouraged:

- Lacking accountability for delivering your own targets and team priorities to the team
- Avoiding making a contribution to the team
- Lacking awareness of how behaviours impact on others
- Not being seen as an active member of the team

Leaders

Encouraged:

- I share information and best practice, and provide support to my team and peers
- I make time for team discussions and meetings, and encourage honest and open conversations
- I trust and support my colleagues, taking time to develop relationships
- I take action to create a supportive environment, which builds trust and facilitates development
- I seek out and listen to feedback from my team

Discouraged:

- Not investing time to develop relationships
- Demonstrating a lack of accountability for your own and other teams' delivery
- Demonstrating a silo mentality
- Disregarding ideas from others and demonstrating a dismissive attitude by not listening
- Not treating colleagues with dignity

We bring energy

We approach all our work with enthusiasm, always challenging ourselves to do better by embracing new ideas and innovative solutions

Core behaviours:

- We put processes in place to keep our energy high
- We use our processes to strive for better
- We seek out innovative approaches from outside our own team

Administrators

Encouraged:

- I maintain a positive attitude at all times
- I keep myself up-to-date with what's going on across the business
- I actively look for better ways of doing things
- I take action to learn from my colleagues

Discouraged:

- Demonstrating a lack of accountability for delivering results
- Not valuing contributions from others
- Not challenging existing processes and systems to deliver better outcomes
- Displaying negative behaviours and attitudes

First Line Managers/Supervisors/Specialists

Encouraged:

- I lead by example, demonstrating strong personal commitment to our Priorities and Values
- I maintain a positive attitude at all times
- I support and challenge others to be the best they can be
- I make the time to review and evaluate workloads, systems and processes to make sure our priorities are right
- I try to solve old problems in a new way

Discouraged:

- Not advocating the importance of positive challenge
- Not setting and delivering high standards of work for yourself and your team
- Not taking opportunities to challenge existing processes and systems to deliver better outcomes, just accepting the status quo

Industrials

Encouraged:

- I always have a happy disposition
- I am enthusiastic and try to enthuse others
- I have a 'right first time' philosophy
- I maintain a positive attitude at all times

Discouraged:

- Blaming others when things go wrong
- Not pushing yourself to raise the bar
- Being negative and dragging the team down
- Not taking an interest in the team and its value

Leaders

Encouraged:

- I lead by example, demonstrating strong personal commitment to our Priorities and Values
- I maintain a positive can-do attitude, setting high standards for myself and others to meet targets
- I support, encourage and challenge others to be the best that they can be
- I make the time to review and evaluate workloads, systems and processes to make sure our priorities are right
- I aim to solve old problems in new ways
- I have a clear line of sight of where the business is going and how my teams can impact positively

- I understand the financial implications of my actions and challenge myself and my team to do better by seeking continuous improvement and innovative solutions

- I encourage team members to 'have a go' and learn from things that don't quite go to plan rather than be worried about failure

Discouraged:

- Not being a role model for our Priorities and Values
- Showing a lack of ownership for delivering results
- Not continually seeking opportunities to improve the way we do things
- Creating a team environment which demonstrates a lack of morale and enthusiasm

Behavioural

competency framework

