

The eight Leadership Behaviours



This page defines each of the Leadership Behaviours, bringing them to life.



Strategic vision – investing for long-term sustainable growth and a strong legacy

1. Sets vision and direction

Definition:

An outstanding Partnership leader has strategic insight about our customers and our business and translates this into clear choices that others can understand. They challenge conventional thinking and articulate a clear, long-term vision that others are inspired and excited by.

It's important because:

Clearly thought through vision and direction are critical to building a high performing business and securing a good return for Partners. The quality of thinking applied in the development of a strategy lays the foundation for flawless execution.

2. Shows strategic agility

Definition:

An outstanding Partnership leader adapts their plans to rapid changes in the market. They strike a skilful balance between the Partnership's principles of sharing knowledge, power and profit with the need to provide leadership and take accountability for required change. They are comfortable with ambiguity and risk.

It's important because:

Customer habits, tastes and preferences change quickly – as does the competitive landscape. An inflexible proposition will lead to the decline of a retail business.



Disciplined execution – delivery of short-term profitability and competitiveness

3. Drives performance

Definition:

An outstanding Partnership leader communicates a compelling vision founded on challenging business targets, which makes performance standards and consequences clear. They continually motivate higher levels of performance by leveraging the spirit of co-ownership.

It's important because:

A high performance culture will create the momentum required to achieve our growth ambitions. A focus on performance attracts, challenges and retains talented people.

4. Takes decisive action

Definition:

An outstanding Partnership leader strikes a decision-making pace that achieves a good balance between reflection/analysis and decisive action. They work hard to resolve decision blockages, especially across functional boundaries.

It's important because:

A bias towards action shows our commitment to solving problems swiftly for the benefit of our customers. This builds customers' trust in our brand, and their long-term loyalty.



Enduring legacy – retaining the core purpose and cultural spirit of the Partnership

5. Inspires ownership

Definition:

An outstanding Partnership leader unlocks the full potential of co-ownership to create a vibrant, responsive and sustainable business. They strike the right balance between sharing power and achieving efficiency. They balance the needs of individual Partners with the collective needs of the Partnership.

It's important because:

We want to create fulfilment and wealth for Partners now and in the future by achieving a truly distinctive customer experience.

6. Works across boundaries

Definition:

An outstanding Partnership leader will think beyond their function, business unit and division to generate integrated solutions. They share knowledge with colleagues, actively pursuing a joined up approach to business opportunities.

It's important because:

It's the robust, creative, joined up and far-sighted solutions that customers and Partners alike respond to, and appreciate. Fragmented thinking delivers fragmented outcomes.



Transformational change – revitalising and growing the character and culture of the Partnership

7. Acts with courage

Definition:

An outstanding Partnership leader will surface and resolve conflict and challenge behaviour that doesn't align with our values. They take calculated risks to grow the business and always have sound mitigation plans.

It's important because:

Courage is needed to grow and develop businesses – particularly in challenging trading conditions. Leaders who are risk averse will not develop the Partnership.

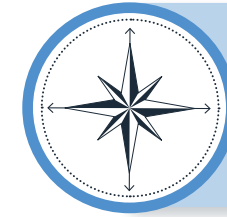
8. Develops talent

Definition:

An outstanding Partnership leader identifies, attracts, motivates and retains the talent required to out-perform the competition, monitoring internal and external quality so they develop the strongest team. They are committed to helping each Partner realise their potential.

It's important because:

While products and services can be replicated, the asset most difficult to replicate is Partnership talent. A strong leader can unlock, nurture and sustain that talent.



The Leadership Behaviours detail

Sets vision and direction

Shows strategic insight about our customers and business, challenges conventional thinking and articulates the long term vision

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- Rises above the detail to see the bigger picture
- Develops business plans that incorporate Divisional strategy and branch/directorate objectives
- Links the strategy to what needs to happen day-to-day for the Partners in their team
- Gets Partners excited about where the business is going and their role in that
- Pushes the boundaries of their own and team's thinking to ways to improve performance

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

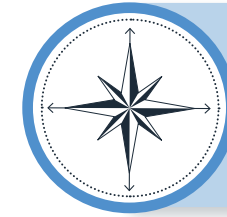
- Cuts through complexity and pinpoints the core issues
- Builds an engaging vision of the future that motivates Partners
- Involves team, peers and key stakeholders in working out the priorities arising from the chosen direction
- Builds and uses external networks to challenge thinking
- Explains clearly to their team the implications of evolving market and customer needs on business plans and priorities
- Finds ways to gain commitment at all levels to the chosen direction
- Proactively pushes the boundaries of own, and team thinking on ways to improve the Partnership's current proposition

Board Director (Partnership Levels 2&1)

- Sees patterns and connections in the environment that others may not see
- Comes up with unique insights and new thinking to unlock the full potential of the Partnership
- Takes a leading role in external networks, building valuable alliances to enhance the Partnership's competitive advantage
- Frames the strategic choices clearly for others
- Builds an inspiring vision of the future that captures the imagination and motivates Partners across organisational levels and boundaries
- Pushes the thinking of others in order to step up the quality of strategic thinking in the Partnership
- Leads thinking about which markets the Partnership should operate in and how it should compete in the long term
- Anticipates forces that may adversely impact the strategy's success
- Is clear about what will not be a focus going forward

Negative Indicators

- Only focuses on the short term and the area in which they operate
- Gets immersed in the detail
- Cannot translate a longer term plan into the day to day and engage Partners
- Does not produce an emotionally compelling vision to motivate Partners
- Does not make connections to draw out key themes and patterns
- Does not contribute innovative or unique insight and ideas



The Leadership Behaviours detail

Shows strategic agility

Embraces change and adapts plans to changes in the market to improve performance

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- ▶ Regularly monitors market activity, taking opportunities to improve performance in line with business goals
- ▶ Embraces change and engages all the critical stakeholders in delivering the change
- ▶ Takes time to understand the barriers to change, and is prepared to adapt plans when necessary
- ▶ Learns rapidly from their own and others' mistakes

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

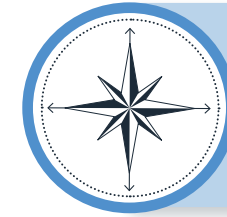
- ▶ Quickly spots and seizes opportunities to improve business performance in line with the strategic direction
- ▶ Adapts plans to meet changing strategic priorities, and wins support for changes to the chosen direction
- ▶ Models a positive approach to change, and helps to foster a positive attitude to change in others
- ▶ Reconciles opposing ideas or competing priorities in order to progress thinking
- ▶ Finds ways to stay in touch with the front line in order to understand the impact their strategies are having

Board Director (Partnership Levels 2&1)

- ▶ Regularly monitors market responses to the Partnership's proposition
- ▶ Acts quickly to adjust strategic priorities in response to changing market/customer needs
- ▶ Recognises when transformational change is required; champions the need for change and builds coalitions across the Partnership to drive change successfully
- ▶ Demonstrates strong personal responsibility and ownership of change
- ▶ Orchestrates the pace and process of change, minimising impact on 'business as usual'
- ▶ Creates feedback loops to stay on top of how execution of strategy is progressing
- ▶ Invests time in getting others on board by spotting and working through any resistance

Negative Indicators

- ▶ Does not keep abreast of or take account of market data or competitor activity
- ▶ Sees obstacles rather than opportunities
- ▶ Is unable and unwilling to adapt plans
- ▶ Focuses on mistakes, rather than building on the learning
- ▶ Uses minimal sources to determine direction
- ▶ Is removed from Partners and the front line operation and does not understand or consider the impact their decisions will have
- ▶ Is slow to respond to meet changing priorities
- ▶ Does not anticipate or plan for potential resistance



The Leadership Behaviours detail

Drives performance

Communicates a clear and compelling vision, founded on challenging business targets and continually motivates higher levels of performance

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- Aligns team goals to the Division's goals
- Communicates a clear vision for the team, underpinned by clear and stretching individual and team targets
- Ensures goal clarity through ongoing discussions about team and individual performance
- Provides a motivational approach to delivering targets
- Provides regular and honest feedback, making clear the consequences of poor performance
- Deals decisively and swiftly with poor performance

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

- Invests time in creating clarity on what is to be achieved in the longer-term
- Motivates the team to raise the performance bar and self regulate team performance
- Drives accountability for delivering goals and manages the consequences for Partners who underperform
- Demonstrates an uncompromising commitment to quality and continuous improvement
- Removes barriers to cross-functional working
- Creates opportunities for the team to learn from mistakes
- Recognises performance as a two-way process, helping the individual to recognise their responsibility to perform as a co-owner

Board Director (Partnership Levels 2&1)

- Takes every opportunity to paint a vision of what can be achieved
- Creates the cultural conditions for strong accountability to emerge
- Focuses on benchmarking performance externally in order to inspire progress above and beyond market expectations
- Holds others accountable for programmes to achieve longer term business improvements and success
- Takes steps to increase organisational capability in order to sustain longer term performance
- Uses setbacks and failures as a platform for organisational learning and change
- Makes clear the consequences to the business and Partnership of poor performance

Negative Indicators

- Sets ambiguous, uninspiring or unchallenging targets
- Tolerates mediocrity
- Tells Partners goals rather than securing their creation and ownership of them
- Apportions blame rather than supporting a culture of learning from mistakes
- Does not hold Partners accountable for their performance
- Does not anticipate the requirements of the team to deliver long term performance



The Leadership Behaviours detail

Takes decisive action

Achieves a good balance between reflection, analysis and decisive action

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- ▶ Acts quickly and calmly under pressure
- ▶ Focuses on solutions not problems
- ▶ Makes timely decisions, achieving an effective balance between decisiveness and analysis
- ▶ Proactively enlists the involvement of others to work through a problem

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

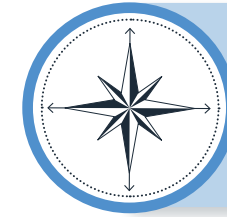
- ▶ Is comfortable dealing with complexity and ambiguity
- ▶ Cuts through complexity to identify the key decisions that need to be made and coaches others to do the same
- ▶ Makes tough decisions, even when information is limited
- ▶ Recognises when an issue requires a more considered response or further debate and consultation
- ▶ Moves to action once a decision has been made, ensuring the avoidance of unnecessary debate
- ▶ Appropriately balances analysis with instinct and intuition in decision making

Board Director (Partnership Levels 2&1)

- ▶ Shows confidence in the face of considerable adversity
- ▶ Balances the many interests and possible responses when reflecting on a decision
- ▶ Consistently makes decisions even when all information is not available and/or when under severe pressure
- ▶ Identifies decision bottlenecks and unlocks impasses swiftly
- ▶ Persistently drives through to resolution
- ▶ Is confident in backing their own judgement when required to do so
- ▶ Surfaces issues quickly, focusing attention where it is needed
- ▶ Encourages others to move from analysis to action

Negative Indicators

- ▶ Acts in a volatile manner and is prone to outbursts
- ▶ Does not delegate or ask for help
- ▶ Does not balance the need for more information with time frames to make decisions
- ▶ Accepts the status quo
- ▶ Procrastinates or fails to make difficult decisions
- ▶ Over consults
- ▶ Does not consider the possible range of interests or responses to a decision



The Leadership Behaviours detail

Inspires ownership

Unlocks the full potential of co-ownership to create a vibrant, responsive and sustainable business by actively involving Partners

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- ▶ Inspires Partners to take responsibility as co-owners and understand the consequences of their actions
- ▶ Shares knowledge freely and provides timely information to help Partners to influence business decisions
- ▶ Delegates decision making to the lowest appropriate level and builds confidence in others' ability to make decisions
- ▶ Creates opportunities for Partners to develop solutions and ideas for the business and to get involved in decision making

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

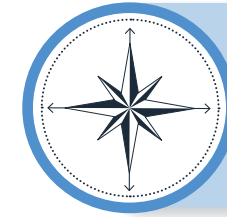
- ▶ Inspires Partners to take responsibility for developing their business
- ▶ Involves the team as early as possible in any major initiative or change
- ▶ Holds honest conversations with the team about the challenges and threats faced by the Partnership
- ▶ Ensures that Partners have fully understood any knowledge that is shared
- ▶ Uses creative methods to involve and generate new thinking from their teams
- ▶ Is genuinely interested in, and responds to, Partners' ideas on how to develop the business

Board Director (Partnership Levels 2&1)

- ▶ Creates a climate where Partners feel personally responsible for creating a successful business
- ▶ Works tirelessly to build greater engagement where a culture of entitlement may exist
- ▶ Keeps Partners informed through a variety of methods, to inform and gain commitment to changes that will impact them
- ▶ Uses a range of participative methods to create and generate ownership for ideas/solutions for the business without losing pace or compromising outputs
- ▶ Advocates the importance of sharing knowledge as a key to empowering Partners
- ▶ Deals quickly with issues that stand in the way of shifting the relationship from a paternalistic one to an empowering one

Negative Indicators

- ▶ Does not freely communicate and holds information as power
- ▶ Restricts creative ideas and input from Partners
- ▶ Does not inspire confidence in Partners to make decisions
- ▶ Creates a paternalistic environment where Partners are not empowered to take decisions
- ▶ Overprotects Partners from difficult news and decisions
- ▶ Does not create the conditions for the balance of rights and responsibility to thrive



The Leadership Behaviours detail

Works across boundaries

Thinks beyond their function, business unit and division to generate integrated solutions building relationships and sharing knowledge with colleagues

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- ▶ Understands how their own contribution impacts the whole
- ▶ Nurtures and builds open relationships
- ▶ Encourages openness and trust
- ▶ Invests time in understanding others' ideas before making judgments
- ▶ Constructively gives, receives and acts on feedback
- ▶ Extends a helping hand to those who are struggling or stretched for resources

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

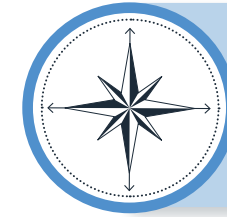
- ▶ Puts the Partnership's needs before their own, and promotes team cohesion above their own interests
- ▶ Seeks opportunities, builds relationships and networks to enhance collaboration across boundaries
- ▶ Builds on others' ideas to deliver a more powerful and consistent customer experience
- ▶ Accepts and advocates collective decisions even if their own view differs
- ▶ Works to find shared ground and compromises that are acceptable to all when faced with competing demands
- ▶ Picks up on behaviour that is not collaborative and is potentially damaging to the Partnership

Board Director (Partnership Levels 2&1)

- ▶ Thinks and acts for the Partnership as a whole
- ▶ Invests significant energy and time in building, and encouraging others to build, networks across the business; uses these relationships to drive collaboration across boundaries
- ▶ Is courageous in surfacing and working constructively through issues that arise from conflicting points of view
- ▶ Encourages diversity of thinking and challenges insular thinking
- ▶ Fosters a sense of shared purpose and collective responsibility
- ▶ Does their utmost to help their peers to succeed
- ▶ Takes time to share knowledge and ideas freely with others
- ▶ Is willing to compromise their own priorities to assist others with theirs

Negative Indicators

- ▶ Thinks only about their department/division/area of responsibility
- ▶ Does not broker relationships beyond natural or required connections
- ▶ Does not consider the impact of decisions on customers or suppliers
- ▶ Is internally focussed and does not network outside the business
- ▶ Does not consider the impact of their decisions on the Partnership's reputation



The Leadership Behaviours detail

Acts with courage

Takes confident action, and recognises and resolves conflict and challenges behaviour that does not align with our values

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- ▶ Demonstrates confidence in delivering bold and ambitious actions
- ▶ Takes calculated risks and works through a plan to mitigate them
- ▶ Deals constructively with conflict
- ▶ Faces challenges head on
- ▶ Shows resilience in tough times

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

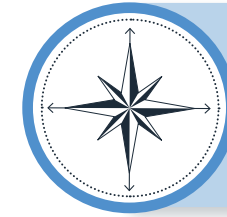
- ▶ Participates in discussions about bold and creative ideas and action
- ▶ Speaks up when others may not
- ▶ Shows self belief that is well grounded and optimism in the face of adversity
- ▶ Surfaces and addresses conflict constructively; works to develop a shared solution and makes difficult choices when necessary
- ▶ Creates an open culture where Partners can discuss difficult topics
- ▶ Encourages others to be resilient and resourceful
- ▶ Works through the risks of a situation and develops plans to manage them

Board Director (Partnership Levels 2&1)

- ▶ Leads the debate on bold and ambitious action
- ▶ Shows optimism and confidence in the Partnership's aspirations even when times are tough
- ▶ Surfaces and examines the risks associated with growth
- ▶ Speaks out on issues or behaviour when it may be difficult or sensitive but necessary to raise
- ▶ Takes unpopular stands if necessary, and supports others who do so
- ▶ Inspires others to respond to adversity with resilience and resourcefulness
- ▶ Invites and welcomes challenge to their own or others' views, encourages robust debate

Negative Indicators

- ▶ Avoids conflict or deals with it aggressively
- ▶ Shows unease with new or challenging situations
- ▶ Does not consider a range of risk mitigating actions
- ▶ Acts in a passive aggressive manner or does not share individual thoughts or ideas
- ▶ Does not create an environment for robust debate and avoids addressing key issues at the time
- ▶ Does not take time to understand and develop their own resilience (mental, physical, emotional)



The Leadership Behaviours detail

Develops Talent

Identifies, attracts, motivates and retains talent and is committed to helping Partners realise their potential

Branch Manager, Steering Group, General Manager, Specialist or equivalent (Partnership Levels 6&5)

- Provides regular and honest feedback to Partners
- Invests time in coaching and gives Partners opportunities to learn and develop
- Encourages more talented team members to take up available opportunities to unlock their potential
- Helps Partners understand their career options in the Partnership
- Develops potential successors for key roles
- Holds an accurate view of their own strengths and development areas

'Head Of', Non-Board Director or equivalent (Partnership Levels 4&3)

- Recruits, promotes and advocates the best talent
- Accurately articulates the strengths and limitations of others
- Provides regular and honest feedback, guidance and mentoring to support development
- Proactively engages in discussions about an individual's next move, even if it may be out of their area
- Interacts with Partners in a way that motivates and engages
- Creates opportunities for talent to step up and grow
- Invests time and energy in creating a culture of development, feedback and coaching in the team
- Takes time to understand and act upon the aspirations of others in tailoring their development
- Interacts with talent in order to develop their own objective judgements on their potential
- Seeks feedback from others to deepen self-awareness

Board Director (Partnership Levels 2&1)

- Takes a pan-Partnership view on talent
- Is candid and realistic with Partners about their potential, challenging them to stretch beyond what they believe they can do
- Provides powerful and frequent feedback, guidance and mentoring to accelerate the development of top talent
- Works to develop successors for key roles in the business, removing barriers to their progress
- Champions and facilitates counter-intuitive moves that will unlock an individual's potential
- Creates a challenging climate to stretch and test talented Partners out of their comfort zone
- Champions and models a culture of development, feedback and coaching across the business
- Has significant self-insight and is relentless in seeking development to increase their impact

Negative Indicators

- Adopts a 'tell' approach, rather than coaching
- Does not encourage Partners to pursue opportunities to fulfil potential
- Does not balance support and challenge
- Keeps talent for their function or division
- Does not communicate clearly to Partners about their potential
- Does not invest significantly in their own development