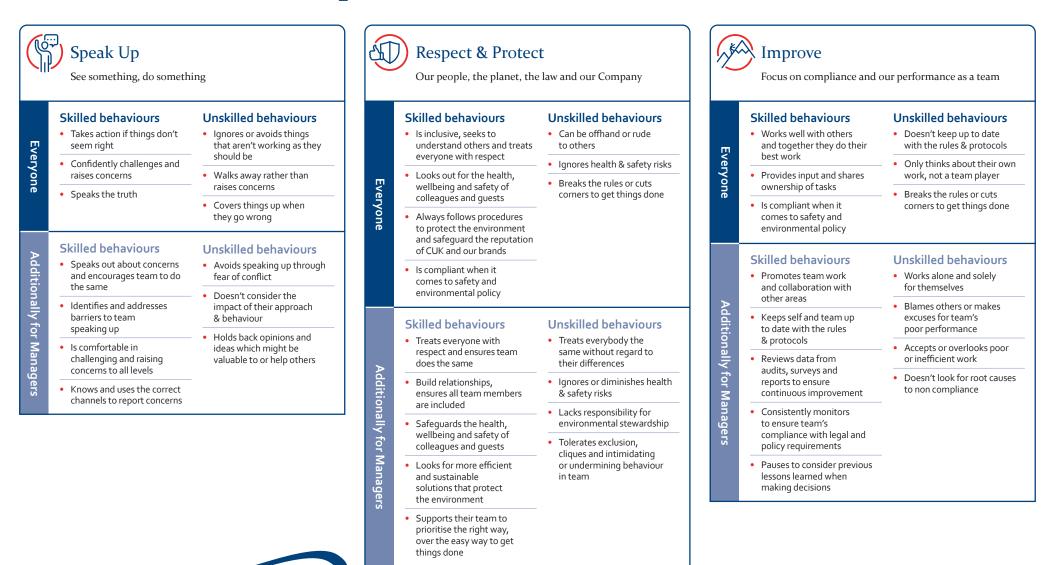
CUK behavioural expectations

Culture Essentials



CARNIVAL UK

CUK behavioural expectations - continued

 $\left(\begin{array}{c} \circ \circ \\ \circ \circ \end{array} \right)$ \square Communicate Listen & Learn Talk openly about our values and priorities and act Listen to each other, be accountable for our actions as we expect others to and learn from our mistakes Skilled behaviours Unskilled behaviours Skilled behaviours Unskilled behaviours • Doesn't listen or invite input Speaks honestly and Makes negative comments Asks or involves others to contributes ideas and about others rather than increase understanding Everyone Acts defensively when views openly giving constructive Everyone given feedback Learns from experience feedback directly Recognises others for living & others, looks to Blames others or makes the Culture Essentials • Doesn't pay attention to the continuously develop Everyone excuses for poor performance Culture Essentials Keeps colleagues informed Takes personal responsibility Repeats mistakes, ignores and is clear about priorities Does not mind for decisions, actions or forgets to make offending others and failures required changes Is open and trustworthy Doesn't consider who they Can see how their behaviour · Retaliates when challenged need to communicate with impacts others about priorities Considers how they do things **Skilled behaviours** Unskilled behaviours **Additionally for Managers** and well as what they do • Seeks and is open to feedback: Lacks curiosity and learns from others observations acts on incomplete or Adapts style to suit audience inaccurate understanding Recognises that they may not hold all the answers Doesn't hold self or Unskilled behaviours Skilled behaviours team to account, avoids Additionally for Managers the team Sets the tone by role Exhibits or ignores Consults with others to the discussion modelling sound work ethics unethical behaviour improve knowledge Additionally for Managers & judgment Doesn't look for opportunities Talks about and demonstrates Speaks to teams only about to learn what, not about how the Culture Essentials Takes ownership of challenges & obstacles even if Regularly shares information, Lacks structured approach, outside of own role plans & priorities and invites doesn't pull everything together into a clear picture open discussion Drives team success Is widely trusted, transparent Is unapproachable Sees individual or team failure and free from hidden agendas as an opportunity to learn Recognises and praises others Demonstrate a genuine for living the Culture Essentials interest and respect in what's being said, the person saying it and their intent

Culture Essentials

- Pav attention to how something is said in addition to what is being said
- Aware of and able to moderate own emotional reactions

Empower

Give our teams what they need to succeed

Skilled behaviours Shows energy and enthusiasm, shares ownership of tasks Considers ways to support

- colleagues to succeed
- Recognises that we're all on the same side
 - Shows support to others and their priorities

Skilled behaviours

- Understands the needs of others: creates an environment where people do their best work
- Coaches and invests time in supporting and up skilling
- Invites input from team, encourages diversity of thought, shares ownership and visibility
- Communicates with energy and engages the team in getting result

Unskilled behaviours Tells people rather than informing and developing them

Unskilled behaviours

Is obstructive to the goals

Declines to support others

Doesn't invite others

without good reason

to collaborate

of others

- Is unclear about expectations of team members
- Holds back, afraid of not being seen as the expert
- Over controls, doesn't enable flexibility and autonomy, prevents opportunities to experiment and learn

As you look at these behaviours, reflect on your own style and consider:

- Which of these come naturally to me?
- Which of these do I need to work on?



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