



CUK behavioural expectations



Speak Up

See something, do something


Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Takes action if things don't seem right Confidently challenges and raises concerns Speaks the truth 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Ignores or avoids things that aren't working as they should be Walks away rather than raises concerns Covers things up when they go wrong
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Speaks out about concerns and encourages team to do the same Identifies and addresses barriers to team speaking up Is comfortable in challenging and raising concerns to all levels Knows and uses the correct channels to report concerns 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Avoids speaking up through fear of conflict Doesn't consider the impact of their approach & behaviour Holds back opinions and ideas which might be valuable to or help others



Respect & Protect

Our people, the planet, the law and our Company

Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Is inclusive, seeks to understand others and treats everyone with respect Looks out for the health, wellbeing and safety of colleagues and guests NEW Engages with others to consider the best outcome for the wider business and demonstrates knowledge of business context Always follows procedures to protect the environment and safeguard the reputation of CUK and our brands Is compliant when it comes to safety, IT, data protection and environmental policy 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Can be offhand or rude to others Ignores health & safety risks Breaks the rules or cuts corners to get things done
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Treats everyone with respect and ensures team does the same Build relationships, ensures all team members are included Safeguards the health, wellbeing and safety of colleagues and guests Looks for more efficient and sustainable solutions that protect the environment Supports their team to prioritise the right way, over the easy way to get things done 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Treats everybody the same without regard to their differences Ignores or diminishes health & safety risks Lacks responsibility for environmental stewardship Tolerates exclusion, cliques and intimidating or undermining behaviour in team




Improve

Focus on compliance and our performance as a team

Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Works well with others and together they do their best work Provides input and shares ownership of tasks Is compliant when it comes to safety and environmental policy 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Doesn't keep up to date with the rules & protocols Only thinks about their own work, not a team player Breaks the rules or cuts corners to get things done
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Promotes team work and collaboration with other areas Keeps self and team up to date with the rules & protocols Reviews data from audits, surveys and reports to ensure continuous improvement Consistently monitors to ensure team's compliance with legal, data protection, IT and other policies and processes Pauses to consider previous lessons learned when making decisions NEW Collaborates with others to agree the best use of resources for the benefit of broader business needs 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Works alone and solely for themselves Blames others or makes excuses for team's poor performance Accepts or overlooks poor or inefficient work Doesn't look for root causes to non compliance NEW Prioritises own projects regardless of impact on other team's performance and business priorities

CUK behavioural expectations - continued



Communicate

Talk openly about our values and priorities and act as we expect others to


Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Speaks honestly and contributes ideas and views openly Recognises others for living the Culture Essentials Keeps colleagues informed and is clear about priorities Is open and trustworthy Can see how their behaviour impacts others Considers how they do things and well as what they do Adapts style to suit audience 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Makes negative comments about others rather than giving constructive feedback directly Doesn't pay attention to the Culture Essentials Does not mind offending others Doesn't consider who they need to communicate with about priorities
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> Sets the tone by role modelling sound work ethics Talks about and demonstrates the Culture Essentials Regularly shares information, plans & priorities and invites open discussion Is widely trusted, transparent and free from hidden agendas Recognises and praises others for living the Culture Essentials NEW Actively promotes/ encourages 'one team' mindset and behaviours 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> Exhibits or ignores unethical behaviour Speaks to teams only about what, not about how Lacks structured approach, doesn't pull everything together into a clear picture Is unapproachable



Listen & Learn

Listen to each other, be accountable for our actions and learn from our mistakes

Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> <li style="color: green;">Asks or involves others to increase understanding <li style="color: green;">Learns from experience & others, looks to continuously develop <li style="color: green;">Takes personal responsibility for decisions, actions and failures 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> <li style="color: blue;">Doesn't listen or invite input <li style="color: blue;">Acts defensively when given feedback <li style="color: blue;">Blames others or makes excuses for poor performance <li style="color: blue;">Repeats mistakes, ignores or forgets to make required changes <li style="color: blue;">Retaliates when challenged
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> <li style="color: green;">Seeks and is open to feedback: learns from others observations <li style="color: blue;">Recognises that they may not hold all the answers <li style="color: green;">Consults with others to improve knowledge & judgment <li style="color: green;">Takes ownership of challenges & obstacles even if outside of own role <li style="color: green;">Drives team success <li style="color: green;">Sees individual or team failure as an opportunity to learn <li style="color: green;">Demonstrate a genuine interest and respect in what's being said, the person saying it and their intent <li style="color: blue;">Pay attention to how something is said in addition to what is being said <li style="color: blue;">Aware of and able to moderate own emotional reactions 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> <li style="color: blue;">Lacks curiosity and acts on incomplete or inaccurate understanding <li style="color: blue;">Doesn't hold self or team to account, avoids the discussion <li style="color: blue;">Doesn't look for opportunities to learn



Empower

Give our teams what they need to succeed

Everyone	<p>Skilled behaviours</p> <ul style="list-style-type: none"> <li style="color: green;">Shows energy and enthusiasm, shares ownership of tasks <li style="color: green;">Considers ways to support colleagues to succeed <li style="color: blue;">Recognises that we're all on the same side <li style="color: green;">Shows support to others and their priorities 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> <li style="color: blue;">Is obstructive to the goals of others <li style="color: blue;">Doesn't invite others to collaborate <li style="color: blue;">Declines to support others without good reason
Additionally for Managers	<p>Skilled behaviours</p> <ul style="list-style-type: none"> <li style="color: blue;">Understands the needs of others; creates an environment where people do their best work <li style="color: blue;">Coaches and invests time in supporting and up skilling the team <li style="color: green;">Invites input from team, encourages diversity of thought, shares ownership and visibility <li style="color: blue;">Communicates with energy and engages the team in getting result 	<p>Unskilled behaviours</p> <ul style="list-style-type: none"> <li style="color: blue;">Tells people rather than informing and developing them <li style="color: blue;">Is unclear about expectations of team members <li style="color: blue;">Holds back, afraid of not being seen as the expert <li style="color: blue;">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?