



Our Vision, Values and Behaviours

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About Us

This is our vision

Great Homes

Great Neighbourhoods

Great People

This is what we value

Genuine: We care that we are being genuine and honest with people.

Respect: We value people's differences and are considerate to their needs.

Excellence: We enjoy being the best and encourage innovation to always improve.

Achievement: We are proud to be a learning organisation and celebrate the personal development of our people.

Together: We work collectively to achieve the best results.

These are the behaviours we role model

Manages expectations

Enjoys work

Genuinely cares

Thinks innovatively

Values differences

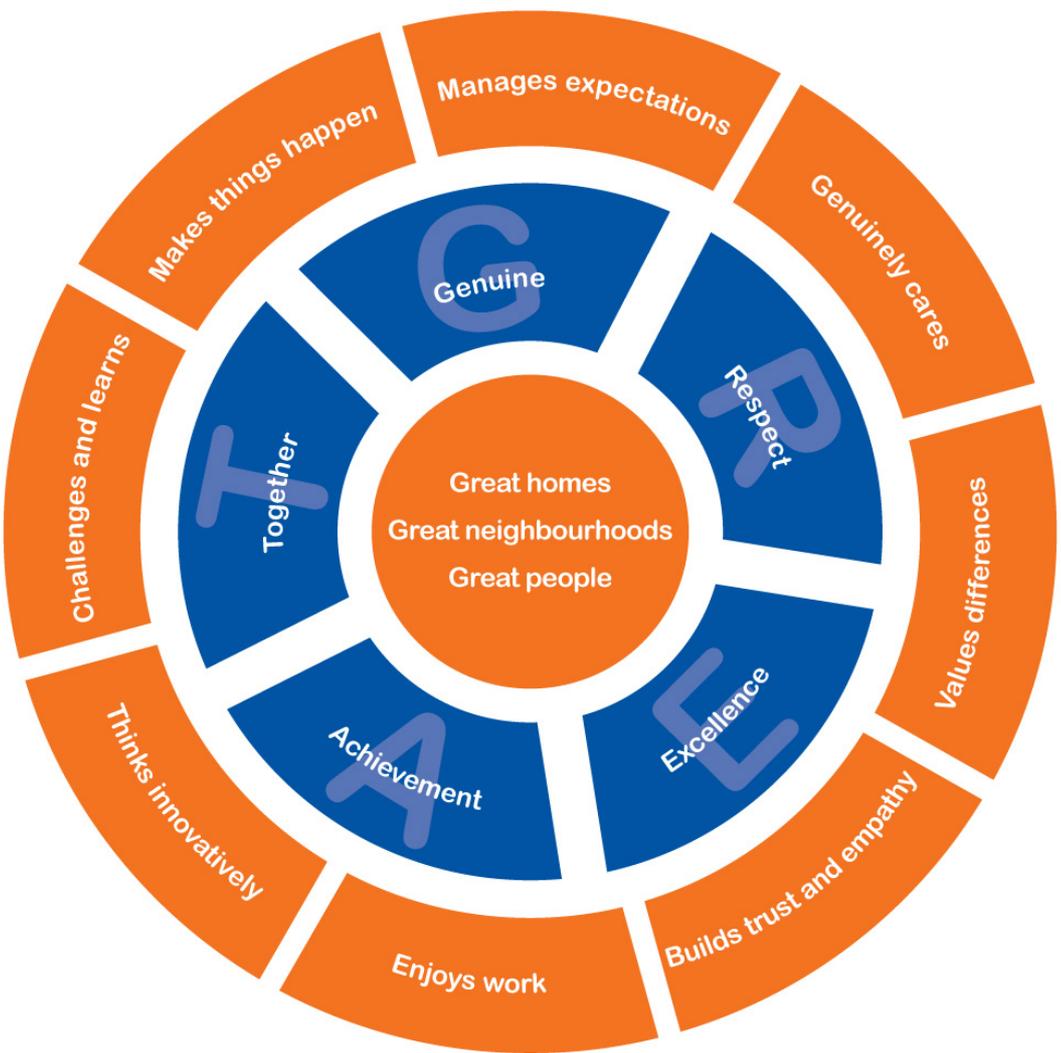
Challenges and learns

Builds trust and empathy

Makes things happen

By role modelling these behaviours our Employees, Managers and Senior Managers live our values and deliver our vision.

Employee Behaviours



Manages expectations

What this means:

A great New Charter Employee understands the importance of being honest and genuine when communicating with people, especially customers. They do this by making sure they manage people's expectations; saying yes when they can deliver, but also saying no when it is appropriate. Ultimately they deliver what they say they are going to, treating both internal and external customers with an equal sense of professionalism and sincerity.

How it's shown:

Above and beyond	Expected Practice	Needs Development
<p>Is consistently confident and professional when dealing with people</p> <p>Role models the importance of honesty</p> <p>Encourages others to be upfront and genuine with others</p> <p>Takes full ownership of their work whilst holding others to account</p>	<p>Displays confidence and professionalism when dealing with people</p> <p>They do what they say they are going to do</p> <p>Makes sure people know what's going on</p> <p>Understands the importance of dealing with people in an honest and up-front manner</p>	<p>Says one thing but does another</p> <p>Says 'yes' to everything and struggles to keep up</p> <p>Does not care about the image of the business</p> <p>Does not keep people informed when problems occur</p>

Genuinely cares

What this means:

A great New Charter Employee genuinely cares about everyone; especially their customers and will always go above and beyond to offer support, guidance and protection. Working with and through others, they take suitable time out to deal with situations, no matter how challenging or difficult; knowing that what they do improves people's homes, neighbourhoods and careers.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Does that bit extra and goes the extra mile to ensure the customer is delighted</p> <p>Communicates the importance of being genuine with others</p> <p>Proactively offers guidance and support to others</p> <p>Always looks to exceed expectations</p>	<p>Does not shy away from difficult situations</p> <p>Has a genuine interest and care towards their work</p> <p>Always looks to deliver on time</p> <p>Shows consideration and flexibility to people</p>	<p>Passes challenging issues to others</p> <p>Shows little energy or enthusiasm in anything they do</p> <p>Does not really listen to peoples problems</p> <p>Lacks empathy and genuine understanding</p>

Values differences

What this means:

A great New Charter Employee values and respects all people, regardless of difference. They work hard to break down barriers in communities, challenging prejudice and creating solutions that are accessible to all. They have a positive attitude to everything, remaining upbeat and positive in any situation. By doing this they include everyone in everything they do, adapting their style and approach to suit each new situation and each different person, going the extra mile to ensure they understand and are understood.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Adapts their style to suit each situation</p> <p>Remains positive and upbeat in all situations</p> <p>Goes out of their way to make sure they are understood by their team</p> <p>Role models diversity within their team</p>	<p>Treats others fairly</p> <p>Shows honesty and integrity to others</p> <p>Listens to and respects the ideas of others</p> <p>Challenges unacceptable behaviour</p>	<p>Openly discriminates against others</p> <p>Does nothing about discrimination displayed by others</p> <p>Is selfish and does everything their own way</p> <p>Is inconsistent in how they treat others</p>

Builds trust and empathy

What this means:

A great New Charter Employee dedicates time and effort getting to know customers, partners and team mates by asking relevant questions, listening carefully and having conversations that build empathy and trust. Being considerate to their needs, they always concentrate fully on the person they are dealing with, ensuring that outcomes are powerful, positive and grounded firmly in trust and respect.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Spends time with their team mates to build and maintain understanding</p> <p>Communicates the importance of trust and empathy with their team</p> <p>Creates opportunities to develop effective relationships with customers and team mates.</p> <p>Is recognised by everyone as a person you can trust</p>	<p>Is genuine in expressing their thoughts, feelings and ideas</p> <p>Shows an ability to empathise</p> <p>Listens to what others have to say</p> <p>Admits when they have made a mistake</p>	<p>Does little to earn the trust or respect of their team</p> <p>Is dishonest and covers up their mistakes</p> <p>Talks over their team mates and is unwilling to listen to what others have to say</p> <p>Does not take time getting to know the people they work with</p>

Enjoys work

What this means:

A great New Charter Employee loves what they do. They believe that by doing their job and making a contribution, they are making a difference to others. It is this genuine passion that ensures excellence in all that they do and makes New Charter a great place to work. Working closely with others, they take their jobs seriously without ever taking themselves too seriously.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Does their utmost to create an environment where making mistakes is all part of learning</p> <p>Encourages others to do the best they can</p> <p>Motivates others through difficult times</p> <p>Takes time out to make sure New Charter is a great place to work</p>	<p>Is prepared to have fun with their team</p> <p>Is committed to working towards a common goal</p> <p>Is not afraid to speak out and contribute towards getting the job done</p> <p>Has a drive and passion towards excellence and being the best</p>	<p>Displays no commitment in getting the job done</p> <p>Brings the team down and has a negative attitude towards work</p> <p>Blames others for their own mistakes</p> <p>Makes no attempt to see things from another person's point of view</p>

Thinks innovatively

What this means:

A great New Charter Employee is always looking for a better way of doing things, contributing their ideas, thoughts and feedback to ensure the business is always improving and is a better place to work. Preferring to make suggestions rather than waiting to be asked, they also understand the value of making small changes that work rather than changing for the sake of it.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Challenges existing processes and procedures and always looks to improve quality</p> <p>Consistently makes suggestions that have a huge impact</p> <p>Provides constructive and friendly feedback with others</p> <p>Is constantly asking for feedback from their customers to see how they improve</p>	<p>Makes significant contributions</p> <p>Always looks for a better way to do their job</p> <p>Is always on the lookout for new ideas to improve quality</p> <p>Is willing to work outside of their comfort zone</p>	<p>Has no interest in improving their own personal performance</p> <p>Is unwilling to try new things and expresses cynicism towards new ideas</p> <p>Blocks new ideas and sticks to the tried and tested</p> <p>Waits to be asked before giving an opinion or sharing their thoughts</p>

Challenges and learns

What this means:

A great New Charter Employee is brave, willing to challenge the status quo in order to deliver to the highest standards, showing real determination to see it through. They never stop learning from every situation, listening and responding to coaching whilst maintaining a desire to develop themselves and those around them. They give positive feedback to others and celebrate success with them, they also give improvement feedback where needed.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Is not afraid to challenge how things are done</p> <p>Communicates the importance of self-development with others</p> <p>Shows a genuine determination to learn and develop themselves</p> <p>Is always creating new opportunities to learn</p>	<p>Actively shares their knowledge, skills and experience</p> <p>Is not afraid to ask questions</p> <p>Asks for feedback and then acts on it appropriately</p> <p>Never lets failure put them off</p>	<p>Does not look for opportunities to learn</p> <p>Has no interest in helping or developing the knowledge of others</p> <p>Does not ask for and ignores feedback</p> <p>Has no idea what their own training or personal development needs are</p>

Makes things happen

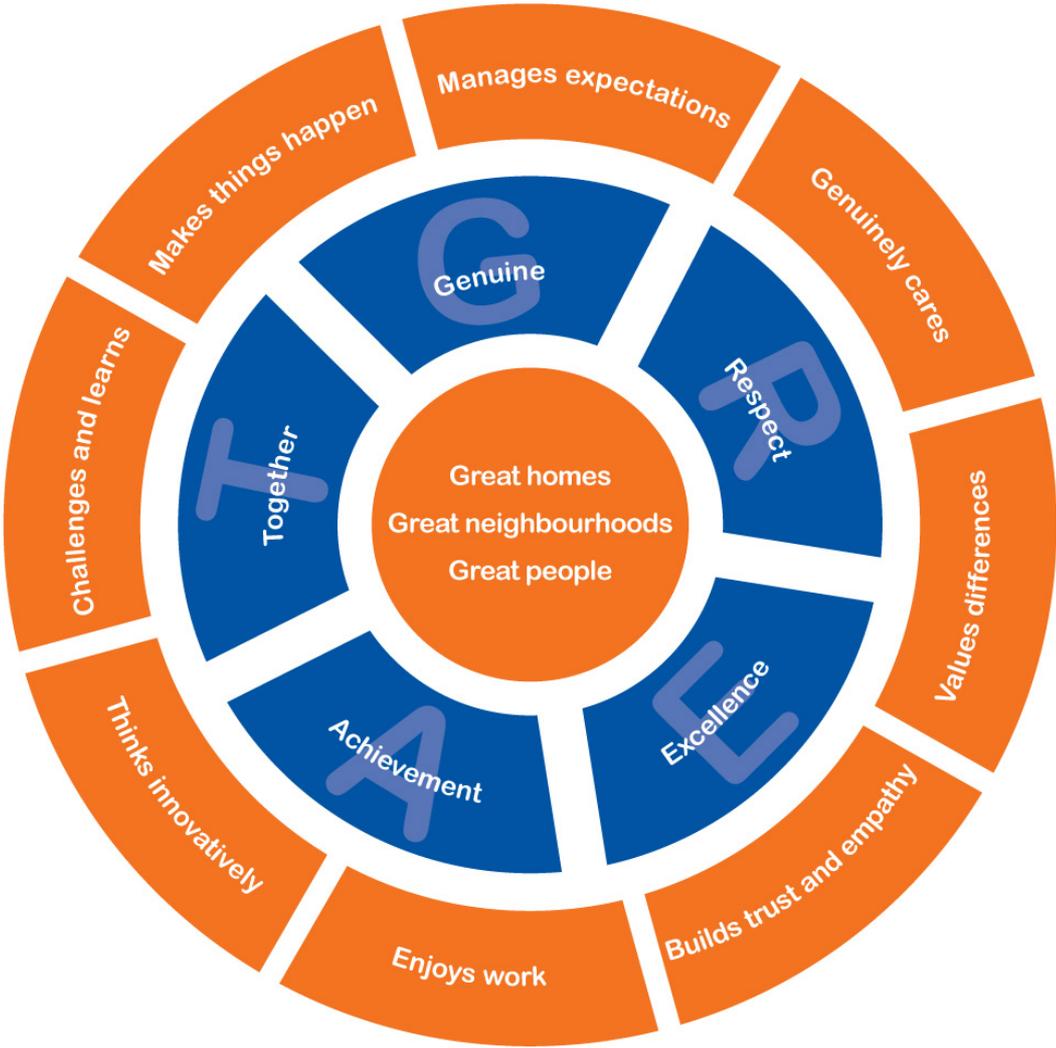
What this means:

A great New Charter Employee is constantly looking to deliver to the highest standards. They make reasoned decisions for their team and the business without constantly referring to their manager for permission. When dealing with any situation they focus their energy and attention on the solution, leaving people positive and satisfied; getting things right first time, on time. Working collectively to achieve the best results, they are respected by others for their attitude and their ability to get things done.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Takes ownership of difficult decisions</p> <p>Is respected by everyone in their team for excellent service delivery</p> <p>Focuses on the solution and not the problem</p> <p>Infects others with a positive, can-do attitude</p>	<p>Can prioritise their workload to meet the demands of the business</p> <p>Uses initiative</p> <p>Is determined to deliver to the highest standards</p> <p>Works with and through others to achieve the best results</p>	<p>Always has to ask what to do next</p> <p>Does not take ownership of issues or problems</p> <p>Does not listen or communicate with others</p> <p>Does not perform in demanding situations</p>

Manager Behaviours



Manages expectations

What this means:

A great New Charter Manager understands the importance of being honest and genuine when communicating with people, especially customers. They do this by making sure they manage people's expectations; saying yes when they can deliver, but also saying no when it is appropriate. They manage their own manager well, planning their own workload and delegating and empowering others to deliver for them. Ultimately they deliver what they say they are going to, treating their manager, team, partners and customers with an equal sense of priority.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Delegates and empowers others to deliver</p> <p>Goes out of their way to make sure that their team knows what is expected of them</p> <p>Has regular team huddles and one-to-ones</p> <p>Encourages other managers to adopt an honest and open approach</p>	<p>Understands the expertise of their team and allocates them accordingly</p> <p>Gets back to people with straightforward, constructive and honest answers/feedback</p> <p>Adapts their style to be approachable to their team, managers, and customers</p> <p>Sets clear and SMART targets for their team</p>	<p>Sets objectives for their team that are unclear and/or unrealistic</p> <p>Hides behind others and fails to take ownership of their responsibilities</p> <p>Says one thing to their team and does another</p> <p>Fails to offer any feedback to their team, only doing so when asked</p>

Genuinely cares

What this means:

A great New Charter Manager genuinely cares about everyone but especially the people that work for them and ultimately deliver for their customers. They will always go above and beyond to offer support, guidance and protection. Their team sees them as a genuine leader and looks to them for direction and advice as they inspire loyalty. Accordingly they take time out to deal with any people issues that arise, no matter how challenging or difficult, knowing that what they do will develop and improve the overall service delivery of the business.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Encourages understanding and cooperation across the team</p> <p>Does everything they can to offer their team all the support they need</p> <p>Has a clear open-door policy at all times</p> <p>Demonstrates the importance of genuine customer care with their team</p>	<p>Provides appropriate advice and support to their team</p> <p>Makes time for their team despite their workload</p> <p>Understands the importance caring for their team has on overall service delivery</p> <p>Communicates the importance of genuine customer care to their team</p>	<p>Encourages inappropriate humour</p> <p>Does nothing to ensure that there is any communication in their team</p> <p>Has a negative attitude that affects others in the team</p> <p>Fails to communicate the importance of genuine customer care to their team</p>

Values differences

What this means:

A great New Charter Manager values and respects the people in their teams, their suppliers and ultimately the people they serve, regardless of difference. They promote an environment where people work hard to break down barriers, challenging prejudice and creating solutions that are accessible to all. They work across teams, delivering through others in order to include appropriate people in everything they do, adapting their style and approach to suit the individuals who work for them. They seek to understand customer feedback and manage their people to adapt to it, going the extra mile to ensure they understand and are understood.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Promotes a culture within their team where everyone feels valued</p> <p>Communicates the importance of diversity to other managers</p> <p>Consistently strives to understand more and more about individual team members</p> <p>Regularly gets involved in events to encourage communication across teams</p>	<p>Adapts their style and approach to suit the individuals in their team</p> <p>Encourages their team to challenge prejudice</p> <p>Proactively seeks to understand customer feedback</p> <p>Ensures that their team feels valued, regardless of any individual differences</p>	<p>Makes little or no attempt to adapt their style to suit the needs of their team</p> <p>Promotes an environment in which prejudice and discrimination is accepted</p> <p>Fails to include all of their team in everything they do and leaves people out</p> <p>Does not challenge and ignores any prejudice or discrimination shown by people in their team</p>

Builds trust and empathy

What this means:

A great New Charter Manager dedicates time and effort getting to know the people who work alongside them, such as their team, customers and partners. Asking relevant questions, they listen carefully and have conversations that build empathy and trust, especially with the people in their teams. They always concentrate fully on the person they are dealing with, spending the time and effort needed to ensure the outcomes are powerful, positive and grounded firmly in trust and respect, whether managing performance, dealing with people issues or handling customer complaints.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Is a great and honest communicator and spends time with people in their team, treating them with integrity</p> <p>Promotes a culture of trust and honesty within their team</p> <p>Role models the importance of trust when dealing with customers</p> <p>Has a solid understanding of who their customers are</p>	<p>Gets back to people with straightforward, constructive and honest feedback</p> <p>Dedicates time and effort to listen to both their team and their customers, developing strong relationships built on trust</p> <p>Ensures that their team treat their customers with honesty and respect</p> <p>Ensures that their team treat each other with respect</p>	<p>Is a poor communicator and alienates their team</p> <p>Takes little time in really getting to know the people that work for them</p> <p>Is inattentive towards the needs of their team and struggles to give people their attention</p> <p>Lacks empathy and understanding when dealing with customers and is a poor role model for their team</p>

Enjoys work

What this means:

A great New Charter Manager loves what they do. They believe that by doing their job and making a contribution, they are making a difference to others. They offer great leadership recognising the importance of engaging people in a fun, interesting and dynamic environment. They empower others as part of this culture, preferring to coach their people to learn from mistakes rather than blaming them. Their leadership ensures that every New Charter location is a great place to work and that both themselves and their team deliver excellent results. They take their jobs seriously without ever taking themselves too seriously.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Empowers their team to make decisions for themselves</p> <p>Coaches their people to learn without blame</p> <p>Communicates the importance of a no-blame culture to other managers</p> <p>Challenges those who rock the boat and are deliberately pessimistic</p>	<p>Creates a positive and dynamic environment and encourages their team to have fun</p> <p>They don't take themselves too seriously and can have fun with their team</p> <p>Picks the team up when the pressure is on</p> <p>Makes every effort to ensure that everyone in their team enjoys what they do</p>	<p>Adopts an autocratic approach with their team without motivating them</p> <p>Struggles to delegate responsibility to their team</p> <p>Makes little effort to encourage a fun working environment, is not a coach</p> <p>Creates a blame culture where mistakes are unacceptable</p>

Thinks innovatively

What this means:

A great New Charter Manager is always looking for a better way of doing things. They proactively seek the input of their team, recognising the importance of front line contributions to innovation. They encourage all such input, never ignoring a contribution knowing this will encourage more ideas. They also proactively seek to get feedback on service delivery from customers, bringing back the best ideas and implementing them well. They also understand the value of making small changes that work rather than changing for the sake of it. They communicate this change honestly and accurately, leading people through difficult changes.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Is able to lead their team through difficult periods of change</p> <p>Consistently and proactively seeks new ideas from their team</p> <p>Makes sure that everyone in their team gets involved in new ways and ideas</p> <p>Adopts a strategic and long term perspective when it comes to change</p>	<p>Encourages their team to try new ways of doing things</p> <p>Encourages honest feedback from customers with and through their team</p> <p>Creates an environment where new ideas are welcomed</p> <p>Effectively communicates the importance of change and innovation to their team</p>	<p>Blocks change within their team – if it isn't broke, why fix it?</p> <p>Struggles to see the bigger picture</p> <p>Creates an environment where new ways of working are prohibited</p> <p>Adopts a reactive approach to innovation and only seeks to change something when told to</p>

Challenges and learns

What this means:

A great New Charter Manager is brave, willing to challenge the status quo in order to deliver to the highest standards, facilitating and coaching their team to do their jobs well. They do not let obstacles get in their way, influencing others and showing real determination in order to deliver. They never stop learning from every situation and have a real drive to develop themselves and their team. They take time out to give positive feedback to others, celebrating success and development with their team to reinforce positive behaviours and actions. They are coaches, spotting talent and ensuring the right people develop them. However, they never flinch from giving improvement feedback where needed, which is followed through to ensure that both their team and their customers benefit.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Understands the bigger picture to identify development requirements</p> <p>Demonstrates a real drive to develop themselves, embracing feedback</p> <p>Is able to identify the right managers to develop their team</p> <p>Arranges events to encourage self-development and learning</p>	<p>Spends time with their team to help them learn and develop</p> <p>Creates a positive learning environment</p> <p>Proactively engages with their team, encouraging development and recognition</p> <p>Encourages others to adopt a 'no-blame' culture, taking learning from every situation</p>	<p>Does nothing to promote a learning and development culture</p> <p>Gives up easily, showing little drive and determination to get things done</p> <p>Does not challenge the status quo and shies away from confrontation</p> <p>Struggles to give appropriate feedback to their team</p>

Makes things happen

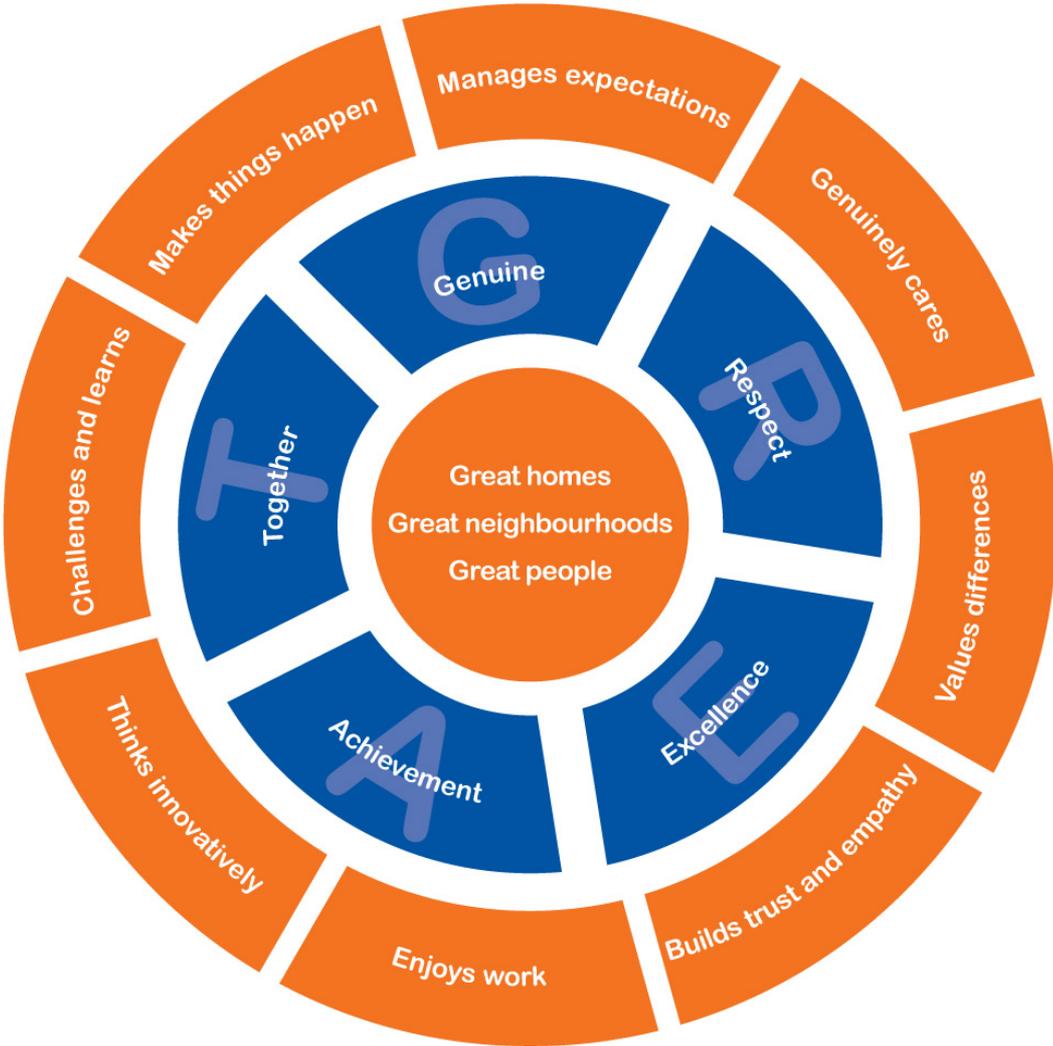
What this means:

A great New Charter Manager is constantly striving to ensure their team works collectively and delivers to the highest standards. They make reasoned decisions for their team and the business without constantly referring to their manager for permission and they allow their team members to do the same, working with people to manage potential downsides and risks. However, they do not pass on responsibility and blame others. When dealing with any situation they focus their energy and attention on the solution, leaving people positive and satisfied; getting things right first time, on time. They are respected by their manager, team and partners for their attitude and their ability to get things done.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Proactively encourages things to happen, constantly looking for ways to improve the business</p> <p>Includes others in their plans and gives responsibility to others</p> <p>Is calm under all circumstances, no matter how challenging</p> <p>Makes good decisions and always gets the buy in from their team</p>	<p>Ensures an effective communication flow throughout their team and keeps everyone in the loop</p> <p>Is not afraid to take ownership of important and/or quick decisions</p> <p>Communicates the importance of a 'can-do attitude' to their team</p> <p>Is always looking to provide the best solutions and not the biggest problems</p>	<p>Is afraid to pass any decisions down to their team and tries to do it all themselves</p> <p>Comes up with instant solutions that are not well thought through, or is indecisive</p> <p>Creates problems that don't exist</p> <p>Struggles to communicate the importance of change to their team</p>

Senior Manager Behaviours



Manages expectations

What this means:

A great New Charter Senior Manager knows the importance of honesty and openness as a leader, knowing that everyone connected to the organisation looks to them for leadership. They do this by being genuine, by managing people’s expectations and by communicating in a way that builds trust. Creating an honest culture where people say yes when they can deliver and no when it is appropriate, they support their teams through effective coaching and performance management, moving New Charter’s vision, values and behaviours forward, as well as acting as a role model for doing what is promised.

How it’s shown:

Above and Beyond	Expected Practice	Needs Development
<p>Is able to develop and maintain a culture that emphasises the importance of openness and communication</p> <p>Communicates the importance of openness and honesty to other Senior Managers</p> <p>Develops effective performance management strategies</p> <p>Lives and breathes the New Charter vision and values and engages others to do the same</p>	<p>Always sees the bigger picture and can communicate it to others</p> <p>Is able to successfully manage the expectations of their team, managers, partners and stakeholders</p> <p>Adopts an open and honest approach with everyone around them to encourage others to do the same to their team mates and customers</p> <p>Manages the performance of their managers through honest communication</p>	<p>Does not make themselves visible to others for guidance and leadership</p> <p>Does nothing to manage the expectations of those around them</p> <p>Struggles to communicate the importance of openness and honesty to their team or other managers</p> <p>Hides behind system issues and waits for them to go away</p>

Genuinely cares

What this means:

A great New Charter Senior Manager genuinely cares about everyone but especially the people that work with them and ultimately deliver for the customers. They will always go above and beyond to offer support, coaching and protection to anyone who asks for it, knowing that as a leader, this is what their role is about. Their teams, partners and communities they serve see them as a genuine leader and look to them for direction and advice as they inspire loyalty. They take time to understand what their customers go through, what they need and whether the business is actually delivering in a way that improves people's lives. Accordingly, they take time out to deal with any issues that arise, no matter how challenging or difficult; knowing that what they do will develop and improve the overall service delivery of the business.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Aligns business strategy to show genuine care for their customers</p> <p>Role models genuine customer service</p> <p>Other Senior Managers look to them for direction and advice</p> <p>Takes time out to get to know their customers and listen to their needs and wants</p>	<p>Creates an environment where 'going that extra mile' for the customer is common practice</p> <p>Inspires loyalty from their managers and team mates through guidance and support</p> <p>Understands the impact of genuine customer service</p> <p>Communicates the importance of and value of building effective relationships both inside and outside the business</p>	<p>Does not take time out to deal with issues outside of their remit and does the bare minimum</p> <p>Does not communicate the importance of customer care to their team or other managers</p> <p>Only helps and supports their team when they have to</p> <p>Does not make themselves visible as a leader to managers, their team or their customers</p>

Values differences

What this means:

A great New Charter Senior Manager values and respects the people in their teams, their suppliers and ultimately the people they serve, regardless of difference. They are committed to creating and maintaining a positive environment where people work hard to break down barriers in communities, challenging prejudice and creating solutions that are accessible to all; recognising that encouraging and valuing difference is an important strategic issue. They influence the whole business to be inclusive, acting as a visible role model, adapting their style and approach to suit every individual they manage. They seek to understand community issues, customer feedback and influence the business to deliver. They always seek to understand before seeking to be understood.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Recognises the importance of encouraging difference as a strategic issue</p> <p>Communicates the importance of valuing difference across the organisation</p> <p>Goes out of their way to understand the real issues within the community</p> <p>Uses their influence to break down barriers within the community</p>	<p>Creates and maintains a positive working environment across the organisation that embraces everyone</p> <p>Treats their team the same as Senior Managers</p> <p>Seeks to understand key community issues and links them to service delivery initiatives</p> <p>Is able to adapt their style and approach to suit different situations</p>	<p>Fails to communicate the importance of valuing difference on any level</p> <p>Does not approach or confront other senior managers where difference is not being valued </p> <p>Struggles to understand the importance of difference at a strategic level</p> <p>Does nothing to create a culture that embraces difference</p>

Builds trust and empathy

What this means:

A great New Charter Senior Manager dedicates time and effort getting to know the people they lead, the partners who support New Charter's visions and the customers who they serve daily. They ask relevant questions of the people around them, listening carefully and having conversations that build empathy and trust. Their commitment and leadership ensure service delivery continues to be based on trust and respect as the organisation delivers its promises at every level. They communicate this through the organisation, user groups, board and the press. Despite the pressures of their role, they always concentrate fully on the person they are dealing with, taking time to use their knowledge and experience to ensure appropriate and positive outcomes.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Communicates the importance of trust, integrity and honesty across the organisation</p> <p>Ensures the organisation is delivering excellence at every level through trust and respect</p> <p>Role models the importance of relationships grounded firmly in trust</p> <p>Is recognised as being approachable by all, regardless of level</p>	<p>Plays a lead role in creating and maintaining a culture based on trust</p> <p>Takes time to get to know as many people as they can, treating them with respect</p> <p>Is genuine in their approach, ensuring effective and powerful working relationships</p> <p>Understands the importance of trust and empathy at a strategic level</p>	<p>Lets other managers communicate the importance of honesty and trust</p> <p>Does little to ensure that effective relationships are maintained within the business</p> <p>Takes little time to get to know who they work with or who their customers are</p> <p>Adopts a reactive approach to relationship-building, and only makes an effort when it is required</p>

Enjoys work

What this means:

A great New Charter Senior Manager loves what they do. They believe that by doing their job and making a contribution, they are making a difference to all of the communities and people they touch. They offer great leadership to the whole organisation; recognising the importance of engaging people in a dynamic environment that is fun and interesting. They encourage and empower their managers to act and think for themselves, ensuring that New Charter remains a place where mistakes lead to learning, not blame. They focus instead on coaching people to develop their performance and behaviours. Their leadership ensures being a great place to work is at the heart of the New Charter philosophy and strategy for the future and that both themselves and their team delivers excellent results. They take their jobs seriously without ever taking themselves too seriously.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Encourages their managers to engage their teams through making their place of work an enjoyable one</p> <p>Promotes excellence and ensures the buy in from Managers and their team</p> <p>Offers leadership and encouragement to everyone</p> <p>Coaches and motivates other Senior Managers to promote a positive working environment</p>	<p>Communicates the importance of New Charter being a fun place to be</p> <p>Demonstrates great leadership skills through an understanding of what is important</p> <p>Genuinely loves their job and shares this passion with their team and their customers</p> <p>Communicates the importance of learning without blame at all levels</p>	<p>Says the right things but lacks conviction and passion</p> <p>Encourages a culture where people keep their heads down and just gets on with it</p> <p>Focuses solely on the outputs and performance of their managers and not their wellbeing</p> <p>Does nothing to promote a fun or exciting environment</p>

Thinks innovatively

What this means:

A great New Charter Senior Manager is always looking for a better way of doing things. They proactively seek the input of their team, managers, partners and customers but they also look outside the business and housing sector for ideas; benchmarking against the very best service organisations in order to drive New Charter forward. They are always visible in the business, driving change across the business, knowing how important it is for New Charter to keep its successful momentum. Their focus is on delivering change well, preferring to implement small, successful pieces of change rather than embarking on large or unnecessary programmes that fail. They communicate change honestly and accurately, embedding new ways of working into the business, taking people with them through difficult changes.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Listens to ideas and suggestions, providing progress updates and feedback.</p> <p>Is constantly looking for ways to drive business forward, encouraging input from everyone</p> <p>Can drive change forward without support from other managers</p> <p>Always ensures buy in from their team when change is implemented</p>	<p>Encourages a climate of change and quality in order to promote continuous improvement</p> <p>Drives and delivers change throughout the business, ensuring they don't leave anyone behind</p> <p>Communicates the necessity for change across the organisation</p> <p>Focuses on quality rather than quantity</p>	<p>Is not interested in driving change, letting others do the work, without contributing their effort or experience</p> <p>Limits resources to initiate and implement change</p> <p>Struggles to communicate the importance of change at an organisational level</p> <p>Implements unrealistic objectives that fail from the start</p>

Challenges and learns

What this means:

A great New Charter Senior Manager is able to take calculated risks, creating strategies and plans that take the business into new, more profitable directions, challenging accepted thinking to ensure the organisation delivers its strategic goals. They see their role as there to set direction, ensure that the organisation's processes and structures are fit for purpose and that their team can do their jobs with the minimum of bureaucracy and difficulty. They do not let obstacles get in their way, influencing others and showing real determination in order to deliver. They lead a culture of continuous improvement where individuals are encouraged to learn, adapt and develop themselves and others. They keep an eye on the talent coming through the succession planning process, looking for the best people. They role model this by giving positive feedback and celebrating success visibly; and where necessary offer improvement feedback, following through on this to ensure that individuals are continuously learning.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Challenges existing strategies, coaching continuous improvement and service excellence</p> <p>Sets direction for other Senior Managers</p> <p>Coaches change as a result of learning new ways and effectively manages this</p> <p>Does not let bureaucracy slow down the development of New Charter employees</p>	<p>Understands New Charters' development needs and smoothly facilitates change</p> <p>Celebrates both individual and team success and promotes 'recognition'</p> <p>Consistently achieves high standards of performance personally and collectively</p> <p>Sees learning and development as a continuous process</p>	<p>Has little understanding of the developmental needs of themselves, the team, individuals or the business</p> <p>Applies short-term thinking in any developmental changes they make</p> <p>Gives limited feedback to their managers and their team</p> <p>Is quick to point out failure without acknowledging or celebrating success</p>

Makes things happen

What this means:

A great New Charter Senior Manager ensures that exceptional delivery against targets is at the heart of the New Charter culture. They constantly direct people's efforts and input towards the vision and values, focusing effort on homes, the neighbourhoods and people. They are not afraid to make large strategic decisions for the business and influence and encourage their managers to do the same. They work collectively and effectively with other Senior Managers to achieve the best results, whilst also ensuring that they never pass on accountability to avoid blame. When dealing with any situation they focus their energy and attention on the solution, thinking three to five years into the future, to ensure that the business delivers today but is still moving ahead tomorrow. They are respected by everyone as a visible role model leader, who makes great things happen and gets things done in a fun and supportive environment.

How it's shown:

Above and Beyond	Expected Practice	Needs Development
<p>Encourages an environment where everyone can promote ideas</p> <p>Works collectively with other Senior Managers to achieve the best results</p> <p>Informs, communicates and engages all levels to be proactive and make things happen</p> <p>Does not shy away from making decisions that impact several business areas</p>	<p>Is clear about New Charter's vision and has the confidence to influence others to achieve what has to be done</p> <p>Brings New Charter's vision to life and takes people with them to achieve this</p> <p>Thinks both operationally and strategically when making important decisions</p> <p>Takes ownership of their business area, ensuring things get done smoothly and in line with our culture</p>	<p>Lacks the confidence to challenge the status quo at a strategic level</p> <p>Promotes a formal environment where people feel stifled and new ideas rarely happen</p> <p>Develops short-term solutions or solutions that do not follow with the vision of New Charter</p> <p>Has a scattergun approach to idea generation and lacks clarity when it comes to putting forward ideas</p>