

BRITISH COUNCIL BEHAVIOURS



CREATING SHARED PURPOSE

I gain the active support of other people so they are fully engaged and motivated to contribute effectively. I do this by communicating our purpose in a way that others can understand and that achieves shared clarity. I help them understand the part they play, so that our aims are clear to all.

| Essential | More demanding | Most demanding |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Communicating an engaging picture of how we can work together | Creating energy and clarity so that people want to work purposefully together | Inspiring others to want to take a specific role as part of a shared purpose |
| Do I create clear, focused messages? | Do I use a variety of ways to check the understanding of others and build engagement? | Do I regularly link others' efforts to a long-term goal? |
| Do I back up my examples with facts? | Do I adapt what I say for different individuals, groups and cultures? | Do I use my understanding of others' concerns and values to inspire them? |
| Do I use culturally relevant stories and examples to help others understand our current situation and purpose? | Do I act creatively to inspire others to ensure they focus their efforts appropriately? | Do I engage the passion and commitment of others towards a shared purpose, rather than only focusing on getting the job done? |
| Do I ensure others know what to do and how they can contribute? | Do I link my team's vision to the British Council's vision? | Do I make complex ideas clear and understandable? |

What it is not

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| Failing to communicate with others | Using jargon |
| Failing to explain key messages | Not considering their impact on others |
| Not checking whether others have understood the messages | Hiding important information from others |
| Relying on logic alone to persuade | |

CONNECTING WITH OTHERS

I find common ground and build relationships and connections to support British Council goals. I do this by building trust with others, by paying attention to their concerns and needs, and showing that I understand their interests. I achieve understanding and trust in a culturally sensitive way – whatever my role.

| Essential | More demanding | Most demanding |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Making regular opportunities to understand others better | Actively appreciating the needs and concerns of myself and others | Building trust and understanding with people who have very different views |
| Do I make myself approachable to others? | Do I apply my understanding of the underlying feelings, emotions and concerns of others? | Do I share my own thoughts and concerns where appropriate to build trust? |
| Do I take steps to learn about other people, cultures and organisations? | Do I adjust my behaviour to respond to how other people think and behave in different cultures or environments? | Do I use my understanding of individuals and situations to build stronger relationships with people who have very different views? |
| Do I apply my learning about how things are achieved in different cultures or environments? | Do I act openly and honestly with others in order to build greater understanding and empathy? | Do I develop international contacts for business development? |
| Do I interact with others openly and honestly? | Do I create mutual understanding by exploring different ways of seeing and doing things? | Do I build relationships – both internally and externally – that promote trust and cause others to turn to me for advice? |
| Do I make connections between the aims of different people or organisations? | Do I use my understanding of team dynamics to harmonise working and enhance results? | Do I engage positively with politics and informal relationships within and beyond the British Council? |
| Do I listen to others' points of view? | Do I integrate people of different backgrounds into teams in order to achieve business objectives? | Do I diffuse potential problems arising from cultural conflict or misunderstanding? |

What it is not

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| Ignoring other peoples' feelings or opinions | Not thinking about other people's needs |
| Seeing different views as threatening or not important | Stereotyping groups |
| Failing to understand other people's emotions | |

WORKING TOGETHER

Knowing that we will achieve more with other people than we can do separately, by sharing goals and resources to add more value,

I work towards common goals with others. I do this by agreeing effective and respectful ways of sharing success. I generate mutual support, shared benefits and promote interdependence.

| Essential | More demanding | Most demanding |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Establishing a genuinely common goal with others | Ensuring that others benefit as well as me | Creating a shared purpose with others who have very different aims |
| Do I readily seek others to work with when it is right to do so? | Do I ask for feedback from others and check they are getting what they want as well as me? | Do I maintain long-term partnerships with others? |
| Do I establish clarity about what we want to achieve together and what our respective roles are? | Do I agree expectations and work with others to deliver benefits for everyone? | Do I constantly reinforce the opportunities and benefits of collaborative working? |
| Do I establish effective ways of working together? | Do I make changes or exchange resources to create mutual benefits? | Do I carefully consider situations and commit resources where I can see that others require my support? |
| Do I willingly support others who are dealing with difficulties or problems in their work? | Do I share praise with others? | Do I create an environment where different groups share a purpose and resources for mutual benefit? |
| Do I actively seek out others' ideas? | Do I share responsibility when there are problems? | Do I ensure people develop themselves and continue to work effectively with others at the same time? |
| Do I seek out and use creatively what people of different backgrounds have to offer? | Do I help others to work together more effectively? | |
| Do I share leadership or other roles as appropriate? | Do I work with clients to come up with solutions and gain their support? | |

What it is not

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| Working alone when it is better to work together | Focusing on my own concerns |
| Not acting to help others | Being stubborn |
| Ignoring other people's needs | Being selfish with resources |

BEING ACCOUNTABLE

I show accountability and commitment to the British Council and I demonstrate resilience and determination. I hold myself and others responsible for delivering goals in line with the shared purpose of the British Council. I give and accept constructive feedback to maximise high performance and manage under-performance.

| Essential | More demanding | Most demanding |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Delivering my best work in order to meet my commitments | Putting the needs of the team or British Council ahead of my own | Showing real dedication to the long-term mission of the British Council or the team |
| Do I focus my time on the activities that will deliver benefits for the British Council? | Do I do more than what is required of me if it will have a positive impact on others or on outcomes? | Do I systematically identify and robustly tackle under-performance? |
| Do I always meet my commitments and take personal responsibility for the results? | Do I put extra energy into dealing with obstacles or setbacks? | Do I have difficult discussions about my own and others' behaviour in order to create greater responsibility and commitment? |
| Do I willingly give and receive helpful comments on work? | Do I stick to my promises, even when it is difficult to do so? | Do I remain positive even when I face significant difficulties or challenges? |
| Do I give praise and recognition when appropriate? | Do I give constructive feedback to others in a way they can understand and accept? | Do I provide a role-model of accountability, determination and commitment to the British Council? |
| Do I know my own strengths and weaknesses? | Do I control my emotions to minimise negative impact? | |
| Do I remain determined when faced with obstacles or setbacks? | Do I seek and act on feedback about my own behaviour? | |
| | Do I seek support when dealing with difficult or emotional situations? | |
| | Do I adapt easily to different cultural settings? | |
| | Do I hold others accountable for delivering what they have agreed to do? | |

What it is not

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| Being committed but not delivering | Avoiding difficult situations or conversations |
| Letting myself or others get away with under-performance | Focusing on 'why we can't', rather than 'how we can' |
| Giving up | Focusing on personal agendas at the expense of the British Council's aims |

MAKING IT HAPPEN

I deliver excellent results, achieve challenging goals and develop myself and others. I do this by setting clear and demanding objectives to deliver what is required. I stay focused on measurable outcomes, while building longer-term capability. I demonstrate standards of excellence and deliver value for money. I measure progress and adapt plans when necessary.

| Essential | More demanding | Most demanding |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Delivering clear results for the British Council | Challenging myself and others to deliver and measure better results | Achieving stretching results when faced by change, uncertainty or major obstacles |
| Do I take action promptly when necessary? | Do I regularly review results and look for ways of raising levels of achievement for myself and others? | Do I have a track record of delivering challenging results in a way that makes others feel they share in success? |
| Do I consistently meet my objectives? | Do I exceed challenging objectives? | Do I continue to push for successful outcomes even in difficult situations? |
| Do I develop my own knowledge, expertise and learning? | Do I identify barriers to success and tackle them before they become an issue? | Do others see me as representing a standard of excellence in what I do and how I achieve it? |
| Do I actively support the learning and development of others? | Do I commit resources to support the learning and development of others? | Do I deliver outstanding results while at the same time encouraging a culture of learning by developing myself and others for business benefit? |
| Do I set myself and others clear goals and high standards? | Do I look for new responsibilities and assignments in order to develop? | |
| Do I willingly take on challenges? | Do I take advantage of opportunities and mitigate risks? | |

What it is not

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| Failing to implement agreed actions | Not pursuing personal development activity |
| Being easily distracted and therefore not completing | Focusing on gathering information at the expense of taking action |
| Putting things off | Focusing on action but monitoring progress or results |
| Not being concerned by failure | Breaking regulations or even laws when implementing action |

SHAPING THE FUTURE

I achieve better business, innovation and growth by using my professionalism, knowledge and expertise to create a clear focus on what I want to achieve. I spot opportunities, plan appropriately and create innovative solutions that recognise ambiguity and deliver business benefit.

| Essential | More demanding | Most demanding |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Looking for ways in which we can do things better | Exploring ways in which we can add more value | Changing the nature of what we do and the benefits we gain by thinking and planning with creativity |
| Do I recognise and react to opportunities or issues so that we improve what we do? | Do I spend time researching better ways of working in order to create longer-term benefits? | Do I identify and create genuinely new solutions that may not be obvious? |
| Do I use my knowledge, skills and experience to create better ways of doing things? | Do I notice trends and innovations and plan to take practical advantage of the opportunities they present? | Do I create practical solutions that extend the scale or scope of the British Council's influence? |
| Do I make plans to achieve clear results? | Do I actively plan to build new solutions in order to deliver current objectives? | Do I make significant improvements in the way we do things by being innovative and avoiding ambiguity? |
| Do I demonstrate how I add value in what I do day by day? | Do I apply complex analysis and intuition to create new approaches? | Do I help others to stand back from day-to-day activities in order to review our direction and approach? |
| Do I ask why we do things in a certain way? | Do I combine analytical and conceptual thinking with commercial intent? | Do I use an understanding of the bigger picture to navigate ambiguity? |
| | Do I investigate beyond what is expected in my role to create new or more effective ways of delivering results? | |
| | Do I challenge wasteful activity? | |

What it is not

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| Discouraging new ideas | Innovation for the sake of it |
| Closing discussions down too quickly | Designing solutions that are impractical or do not create financial benefits |