1. Customer Focus – Level 4

**Definition**
Seeking to determine the needs of customers and taking action to satisfy them

**Why is it important?**
All employees must demonstrate a full understanding of customer needs and expectations to enable the effective delivery and development of appropriate quality services which meet customer expectations

<table>
<thead>
<tr>
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<th>Level 4 (+ Levels 1, 2 &amp; 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivers a Service</td>
<td>Seeks Customer Feedback to Add Value</td>
<td>Understands Customer Requirements</td>
<td>Champions Customer Focus Culture</td>
</tr>
<tr>
<td>Identifies and clarifies individual customer needs</td>
<td>Consistently makes decisions focused on customer needs</td>
<td>Acts as role model in personal approach to customer focus</td>
<td>Makes sure the organisation works to resolve issues most important to customers</td>
</tr>
<tr>
<td>Takes ownership for solving customers problems</td>
<td>Analyses delivery of services and provides solutions to problems</td>
<td>Takes time to establish underlying needs of customers beyond those initially expressed</td>
<td>Identifies good practice and solutions and integrates into service provided</td>
</tr>
<tr>
<td>Resolves customer enquiries promptly at point of contact and only refers to others when genuinely appropriate</td>
<td>Finds different ways to satisfy customer needs</td>
<td>Organises processes around customer taking account of complex and sensitive issues to meet their long term needs</td>
<td>Translates operational feedback into strategic improvements</td>
</tr>
<tr>
<td>Interacts well with all customers taking into account customers diverse needs</td>
<td>Takes pride in delivering high quality services and seeks to expand own skills</td>
<td>Seeks customer feedback to investigate ways to improve customer experience</td>
<td>Forms strategic and diverse groups/partnerships to improve services</td>
</tr>
<tr>
<td>Understands all services and accurately matches these to customers needs</td>
<td>Constantly questions “how will this benefit the customer?”</td>
<td>Goes beyond their day-to-day work to assist customers in a positive manner</td>
<td></td>
</tr>
<tr>
<td>Keeps customers up to date and informed</td>
<td>Seeks customer feedback to investigate ways to improve customer experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deals with customers fairly and equitably</td>
<td>Goes beyond their day-to-day work to assist customers in a positive manner</td>
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</tr>
</tbody>
</table>

**Positive Indicators:**
- Treats all customers with respect
- Responds to all customer enquiries promptly, positively and courteously
- Asks lots of questions to identify customers needs
- Tries to see things from the customers point of view
- Brings ideas of ways to improve policies, procedures and service delivery to meet customers needs
- Actively requests feedback from customers and acts constructively upon both positive and negative feedback
- Goes the “extra mile” for customers
- Uses measures effectively to assess needs and demand

**Warning Signs:**
- Does not treat all customers with respect
- Makes assumptions rather than finding out the customers needs
- Is not flexible about own way of doing things
- Is sensitive to customer concerns and carries out tasks without thought of the impact on the customer
- Uses jargon, bureaucracy and red tape
- Makes promises to customers that cannot be delivered
- Does not prioritise customer needs
- Ignores customer feedback
- Takes negative feedback personally
- Fails to assess customer needs and demand using measures
### 2. Innovations and Change – Level 4

**Definition**
Seeking ways to bring about improvements in the way that work is done. Accepting new ways of doing things.

**Why is it important?**
It is necessary to adapt and respond to different and changing demands in work now and in the future. Flexibility in interpreting rules, procedures and policy is required to deliver focused services tailored to local needs. The ability of individuals to adapt to changing circumstances is crucial in delivering a high performing service.

| Level 1 |
|---|---|---|---|
| Responds positively to change | Level 2 (+ Level 1) | Level 3 (+ Levels 1 & 2) | Level 4 (+ Levels 1, 2 & 3) |
| • Is open to new ideas and listens to other people’s points of view | • Understands link between own work and the organisation’s Strategic Objectives. | • Translates strategic vision into practical and achievable plans | • Articulates a vision that generates excitement, enthusiasm and commitment |
| • Adjusts to peaks and troughs of workloads | • Contributes positively to the change process | • Is comfortable with ambiguity | • experiments and reinvents thinking using intuition as well as complex analysis to create a new concept or approach not obvious to others |
| • Always gives their best – has a positive outlook | • Responds effectively to changing circumstances | • Inspires others by championing changes to achieve common goals | • Encourages others to create strategies, visions and innovative services |
| • Covers for colleagues when needed | • Remains focused when faced with competing demands | • Proactive in identifying barriers to change and seeking ways to overcome them | |
| • Responds positively to opportunities to be involved in systems thinking interventions | • Recognises the impact of change on others and supports them through it | • Fosters a learning culture, committed to continuous improvement and development | |
| • Is always prepared to be flexible | • Sees change as an opportunity to improve performance | • Thrives on leading people through change | |
| | • Uses an awareness of the bigger picture along with common sense to interpret and implement policy | • Constantly reviews own and section objectives to ensure they support the organisation’s long-term Strategic Objectives, and makes changes or challenges if they do not | |
| | • Identifies a pragmatic approach in order to get the job done quickly and effectively | • Makes complex ideas, issues and situations clear and understandable | |

**Positive Indicators:**
- Forecasts the long term implications of change
- Supports organisational objectives even when disadvantageous in own areas
- Shows commitment to the long-term goals of the organisation
- Explains the strategic benefits of decisions to team members or colleagues
- Works towards planned career goals and personal ambitions

**Warning Signs:**
- Pursues his or her own personal interests even when not in line with organisational objectives and values
- Reacts to requests or priorities without thinking about the longer term or bigger picture or without relevant data
- Shows no interest in learning about the organisation’s work outside his or her own area
- Openly discusses issues in a negative way
- Undermines new ways of doing things
- Creates barriers and does not accept change
### Definition
Analysis and decision making is demonstrating the ability to think and reason clearly using good information to make good decisions.

### Why is it important?
This behaviour is important to deliver products and services that are creative, innovative and culturally appropriate. Internally it is making changes that increase the efficiency of our work. Externally, it is about raising the profile and improving the efficiency of our organisation.

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<tr>
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</thead>
<tbody>
<tr>
<td>Improves and acts now</td>
<td>Adapts existing approach, and acts and looks ahead</td>
<td>Anticipates the future, and develops new products and services</td>
<td>Creates opportunities and acts for the long term</td>
</tr>
</tbody>
</table>

- **Level 1**
  - Looks for and suggests ways to improve current work practices and provides information to support ideas.
  - Sees things through to a high standard, despite obstacles and setbacks.
  - Anticipates what is needed, thinks ahead, makes an assessment of what must be done.

- **Level 2 (+ Level 1)**
  - Uses own knowledge and expertise to lead interventions and develop new systems for self and team.
  - Considers key objectives and identifies opportunities to improve performance.
  - Ability to look ahead and take appropriate action to improve performance, without relying on direction from others.
  - Spends time in the flow of the work gathering information to support the measures.

- **Level 3 (+ Levels 1 & 2)**
  - Plans ahead and is able to spot opportunities in the future to develop new approaches, products and services to meet organisational needs.
  - Is service oriented without sacrificing commerciality of business.

- **Level 4 (+ Levels 1, 2 & 3)**
  - Challenges the ’status quo’ in order to identify new and better ways of improving strategic performance.
  - Works on new initiatives that contribute to the development of the organisation.
  - Sees and acts on long-term opportunities through formulating new ideas, developing key networks and using innovative approaches to allow them to be realised.

### Positive Indicators:
- Sets aside thinking time to come up with more creative ways of doing things.
- Asks colleagues to identify key factors that hinder performance and use these to plan improvements.
- Takes advantage of new technology.
- Looks to other areas for good ideas.
- Is willing to be different.
- Bases decisions on good data.

### Warning Signs:
- Sticks rigidly to procedures even when inappropriate.
- Is not open to new ideas or ways of doing things.
- Is internally focused.
- Sees problems but makes no effort to solve them.
- Unable to step back from current issues to identify potential opportunities.
4. Teamwork and Leadership – Level 4

**Definition**
Working effectively with others, as a team leader or team member, encouraging team working and supporting others.

**Why is it important?**
We need more than just organisational leaders to be the figure head of a company, but also individuals across the organisation demonstrating positive leadership and team working qualities to motivate and supporting others to achieve organisational, team and personal objectives.

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</thead>
<tbody>
<tr>
<td>Acts as positive &amp; responsive team member</td>
<td>Contributes and leads in the team</td>
<td>Develops team members</td>
<td>Provides environment &amp; opportunities for team working &amp; development</td>
</tr>
<tr>
<td>- Treats colleagues fairly and consistently</td>
<td>- Understands in depth what motivates and encourages other team members</td>
<td>- Gives timely and specific feedback on what has been done well and where there is room for improvement</td>
<td>- Creates new opportunities for individuals to work together, breaking down barriers that get in the way of effective team working</td>
</tr>
<tr>
<td>- Generates a team spirit</td>
<td>- Sets clear direction</td>
<td>- Encourages and seeks out feedback and makes positive improvements regardless of how the feedback was given</td>
<td>- Challenges others to do the same</td>
</tr>
<tr>
<td>- Co-operates with others</td>
<td>- Trusts colleagues to deliver work once delegated appropriately</td>
<td>- Is aware of own leadership style and adapts to get the best out of others</td>
<td>- Develops others to do the same</td>
</tr>
<tr>
<td>- Responds positively to requests for help</td>
<td>- Secures necessary resources and support</td>
<td>- Recognises potential in others and encourages self development</td>
<td>- Develops dynamic ways to introduce new strategies to improve partnership working</td>
</tr>
<tr>
<td>- Is courteous, tactful and diplomatic</td>
<td>- Provides supportive environment and removes barriers to effective working</td>
<td>- Delegates to develop skill of others</td>
<td>- Regularly maintains networks and contacts to create new opportunities</td>
</tr>
<tr>
<td>- Leads by example</td>
<td>- Encourages worklife balance and promotes long term effectiveness</td>
<td>- Works to develop one team culture across the organisation</td>
<td>- Uses appropriate opportunities to gain co-operation of others to build group lobbying and group promotion of the organisations goals</td>
</tr>
<tr>
<td>Positive Indicators:</td>
<td></td>
<td></td>
<td>- Promotes partnerships as a means of shaping and delivering services to the community</td>
</tr>
<tr>
<td>- Celebrates achievement</td>
<td></td>
<td></td>
<td>- Articulates a vision that creates excitement, enthusiasm and commitment</td>
</tr>
<tr>
<td>- Delegates effectively</td>
<td></td>
<td></td>
<td>- Will recognise individuals with skills that surpass their own and utilise them to achieve a better outcome</td>
</tr>
<tr>
<td>- Develops others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Always appears enthusiastic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Keen to ‘system think’ tasks</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Warning Signs:**
- Scrutinises how work was completed rather than celebrating achievement
- Does not delegate work
- Replaces clear objectives with menial to do lists
- Demonstrates favouritism in the team
- Does not deal with under performance or development issues
- Creates an atmosphere of fear or indifference
- Is inaccessible to others requiring direction
- Will not develop others in the team, feels threatened
- Expects certain behaviours but does not example them
- Does not capitalise on diverse skills offered by the team
- Tells others what they want to hear
- Keep the best jobs for themselves
## 5. Drive for Results – Level 4

**Definition**
Demonstrating a commitment to achieve results against required standards in the pursuit of the Catalyst vision

**Why is it important?**
Making sure individuals and the organisation achieve what they are supposed to. Realising own potential and managing self to become a highly recognised contributor to organisational success

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<tbody>
<tr>
<td>Takes responsibility for own performance</td>
<td>Supports &amp; encourages the work of others in delivery</td>
<td>Develops work to ensure effectiveness</td>
<td>Provides leadership for continuous improvement</td>
</tr>
<tr>
<td>• Takes responsibility to ensure own objectives are completed</td>
<td>• Reviews and agrees scope of decision making for their role</td>
<td>• Takes responsibility for making decisive decisions to move things forward</td>
<td>• Looks for examples in other industries to ensure things are done in the most efficient effective manner</td>
</tr>
<tr>
<td>• Keeps people informed of progress on key tasks</td>
<td>• Role models high personal standards as an example to others</td>
<td>• Champions the development of improved ways of working</td>
<td>• Adopts broader understanding of housing market and the external environment</td>
</tr>
<tr>
<td>• Obtains and uses necessary data to make decisions</td>
<td>• Needs minimal supervision to obtain high quality outcomes</td>
<td>• Identifies areas in the business where improvements will bring the most significant gains</td>
<td>• Pro-actively engages with partner organisations such as CIH and NHF</td>
</tr>
<tr>
<td>• Refers to others when necessary</td>
<td>• Takes firm action to deal with non-compliance against standards</td>
<td>• Champions organisational learning and continuous improvement</td>
<td>• Makes a business case for resource beyond those already set aside where the situation demands it</td>
</tr>
<tr>
<td>• Checks for accuracy to get things right first time</td>
<td>• Considers impact of own actions on others</td>
<td>• Demonstrates integrity, fairness and consistency in decision making</td>
<td>• Articulates clearly to achieve complete buy-in so business aims are achieved and surpassed</td>
</tr>
<tr>
<td>• Plans and organises to cater for peaks and troughs in workloads</td>
<td>• Keeps promises and honours commitments</td>
<td>• Is demanding of self and others in pursuit of outstanding customer service</td>
<td>• Looks for examples in other industries to ensure things are done in the most efficient effective manner</td>
</tr>
<tr>
<td>• Takes action to minimise health and safety risk to others</td>
<td>• Monitors own performance against measures</td>
<td></td>
<td>• Adopts broader understanding of housing market and the external environment</td>
</tr>
<tr>
<td>• Has a “can do” attitude</td>
<td>• Remains focused when faced with competing demands</td>
<td></td>
<td>• Pro-actively engages with partner organisations such as CIH and NHF</td>
</tr>
<tr>
<td>• Recognises sub-standard work and takes corrective action</td>
<td></td>
<td></td>
<td>• Makes a business case for resource beyond those already set aside where the situation demands it</td>
</tr>
<tr>
<td>• Monitors performance against measures</td>
<td></td>
<td></td>
<td>• Articulates clearly to achieve complete buy-in so business aims are achieved and surpassed</td>
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</tbody>
</table>

**Positive Indicators:**
- Meets deadlines
- Prioritises work load effectively
- Constantly seeking feedback to improve performance
- Takes ownership of issues

**Warning Signs:**
- Leaves others to resolve problems
- Leaves problems until they become significant issues
- Struggles to effectively prioritise work load
- Sets unrealistic deadlines
- Consistently fails to meet deadlines
- Relies on fire fighting
- Does not review or evaluate own work
- Is unreliable or has ‘won’t do’ manner
- Takes credit for others work
- Occasionally makes negative comments about other staff/departments and own organisation
- Sometimes infers blame on other staff/departments or the organisation
6. Integrity and Commitment – Level 4

**Definition**
Doing what is right not just what is easy, popular or comfortable. Being accountable for own actions and those of the team

**Why is it important?**
Company loyalty and integrity are vital in ensuring that employees can be confident that the organisation in which they work is operating in a positive and ethical way and delivers excellent services to customers

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</tr>
</thead>
<tbody>
<tr>
<td>Understands the organisation and own role</td>
<td>Demonstrates commitment to adding value to the organisation</td>
<td>Acts as a role model in demonstrating commitment to adding value to the organisation</td>
<td>Demonstrates commitment to developing complex and strategic direction for the organisation</td>
</tr>
</tbody>
</table>

- Demonstrates the organisations values in being open and honest with customers and others
- Maintains confidentiality in line with organisational policy
- Committed to organisations standards
- Is punctual and reliable
- Acts professionally at all times
- Understands the business of the organisation, including the Vision, Mission and Values
- Understands how own actions impact on the organisation
- Takes ownership for delivery of the service
- Can explain why they perform their duties and how this meets the needs of the organisation
- Analyses own performance and offers ideas and gives feedback
- Can explain who the competitors and partners are and how this affects organisation
- Is flexible to meet the needs of the organisation and customers
- Takes ownership for delivering Corporate Strategy
- Understands and actively promotes the organisation’s standards and ethics to colleagues and to others outside the organisation
- Has an understanding of commercial issues and risk management and consistently demonstrates behaviour to reinforce this
- Leads by example
- Instils and embeds Company loyalty and commitment throughout team/s
- Upholds at all times the fundamental values of good corporate governance
- Stands up publicly for beliefs and challenges the behaviour of others
- Provides strategic direction for the organisation to improve performance
- Ensures organisational compliance with legislation, regulatory requirements and best practice

**Positive Indicators:**
- Accepts responsibility for mistakes and learns from them
- Is trusted by colleagues and managers
- Challenges unethical or dishonest behaviours and attitudes
- Ensures others receive credit for what they achieve
- Is sought out by others for advice and guidance
- Goes the extra mile

**Warning Signs:**
- Focuses on own needs and benefits
- Does not accept responsibility for own actions
- Criticises organisation and colleagues openly to outside agencies and customers
- Fails to maintain confidentiality and is careless with information
- Is secretive and evasive
- Is not consistent – “does not walk the talk”
- Takes credit for success without acknowledging others
- Is often late and unreliable
- Shows little knowledge of the organisation and the business
# Communicating and Influencing – Level 4

**Definition**
To communicate clearly and effectively with a diverse range of people; taking account of their views; and using well reasoned arguments to convince and persuade where necessary to achieve a win-win solution

**Why is it important?**
Effective communication and influencing skills are the key to creating and maintaining sustainable relationships at all levels, both internally and externally. This will lead to a high quality and accessible service

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<tbody>
<tr>
<td>Uses a clear and positive communication style</td>
<td>Uses a range of styles and approaches to communicate and influence</td>
<td>Communicates complex issues and takes opportunities to influence others</td>
<td>Uses wide-ranging communication and influencing skills to deal with complex and strategic issues</td>
</tr>
<tr>
<td>• Is polite and approachable</td>
<td>• Considers in advance the differing needs of others and adapts style accordingly</td>
<td>• Communicates complex information to others effectively</td>
<td>• Uses advanced communication and influencing skills to progress complex situations and achieve significant impact</td>
</tr>
<tr>
<td>• Listens effectively</td>
<td>• Actively initiates communication with others regularly</td>
<td>• Acts as a role model in personal approach as a clear and persuasive communicator</td>
<td>• Able to effectively present to and facilitate large influential groups, including hostile audiences</td>
</tr>
<tr>
<td>• Asks the appropriate questions to clarify understanding</td>
<td>• Communicates clearly and influences well under pressure</td>
<td>• Presents succinct, well balanced information orally and in writing, with clear outcomes</td>
<td>• Translates strategy into effective operational messages, easily understood at all levels</td>
</tr>
<tr>
<td>• Presents and passes on information promptly</td>
<td>• Summarises information to check understanding</td>
<td>• Sets up opportunities to influence others prior to decisions being made</td>
<td>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</td>
</tr>
<tr>
<td>• Presents a clear, concise and well thought through case</td>
<td>• Uses a range of methods to influence others, e.g. Explain benefits and give background information</td>
<td>• Understands and responds to organisational politics</td>
<td>• Creates and implements appropriate communication strategies to support complex projects</td>
</tr>
<tr>
<td>• Uses facts and data to create persuasive arguments</td>
<td>• Explains and justifies point of view and objectively discusses options</td>
<td>• Facilitates discussions to achieve collective objectives</td>
<td>• Ensures communication effectiveness throughout the business is continuously reviewed</td>
</tr>
</tbody>
</table>

**Positive Indicators:**
- Listens to the views and opinions of others and acts appropriately
- Gives the right information at the right time taking into account individual needs
- Presents spoken and written information clearly and concisely
- Has a polite and positive approach
- Builds and presents a positive case stressing the benefits
- Adapts approach for different audiences and occasions
- Prepared to work to achieve a win-win solution where possible

**Warning Signs:**
- Does not listen to others views
- Gives information either inaccurately and/or at the wrong time
- Presents information in a muddled, unclear or jargonised way
- Is negative, rude or interrupts
- Does not attempt to get people on board with an idea
- Uses the same approach whatever the situation
- Does not compromise
- Gives in too easily
8. Equality, Diversity and Respect – Level 4

**Definition**
This is about the ability to demonstrate respect for, interest in and understanding of a range of attitudes and beliefs and how these affect and contribute to the work of Catalyst Housing Group.

**Why is it important?**
We are all representatives of our organisation. The quality of the relationships we develop with our colleagues, our customers and our partners greatly affects our work. Equalities and diversity is relevant to all employees in all roles and shows how we listen to and value different ideas and opinions.

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</thead>
<tbody>
<tr>
<td>Treats everyone with respect &amp; understands why</td>
<td>Accepts difference &amp; works to ensure effective communication</td>
<td>Understands and builds on diversity</td>
<td>Encourages an environment of maximum contribution</td>
</tr>
<tr>
<td>• Treats everyone with respect</td>
<td>• Actively demonstrates an interest in different experiences and backgrounds</td>
<td>• Learns from different cultures, experiences and challenges to develop oneself</td>
<td>• Strategic decision making reflects a good understanding of cultural issues and perspectives</td>
</tr>
<tr>
<td>• Open to new ideas and ways of working</td>
<td>• Seeks out, recognises and uses creatively what people from different backgrounds have to offer</td>
<td>• Ability to tackle unfamiliar or unforeseen situations creatively to achieve business goals</td>
<td>• Demonstrates ability to use ideas and concepts from different backgrounds creatively and in a way that demonstrates understanding</td>
</tr>
<tr>
<td>• Demonstrates curiosity and seeks to be well informed about people who have different values, beliefs, opinions and customs</td>
<td>• Recognises when they have made a mistake and takes steps to avoid long term negative impact</td>
<td>• Adapts style easily to different audiences</td>
<td>• Quick to learn about different backgrounds and cultures, using past experiences to understand situations and people accurately</td>
</tr>
<tr>
<td>• Receptive to the positive contribution others can make</td>
<td>• Communicates clearly, demonstrating the ability to minimise misunderstandings or miscommunication</td>
<td>• Willing to explore critical differences in perspective to ensure mutually beneficial results</td>
<td>• Recognises and diffuses potential negative impact arising from cultural misunderstandings</td>
</tr>
<tr>
<td>• Observes how others interact and uses this knowledge to deepen understanding of different cultures</td>
<td>• Considers impact of own actions on others</td>
<td>• Demonstrates integrity, fairness and consistency in decision making</td>
<td>• Is aware of their own leadership style and adapts to bring best out in others</td>
</tr>
<tr>
<td>• Builds trust and communicates respect for others</td>
<td>• Sets a personal example of good equalities practice at all times</td>
<td>• Understands different learning styles of others</td>
<td></td>
</tr>
<tr>
<td>• Is able to deliver messages clearly to ensure shared understanding</td>
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</table>

**Positive Indicators:**
- Receptive to new ideas and differences
- Demonstrates interest in and understanding of own and other cultures
- Observes personal impact in interactions with colleagues, customers and partners and adapts behaviour appropriately
- Effective in reducing negative impact
- Recognised as an effective communicator in a range of situations
- Uses experience to improve self-awareness and increase own knowledge of equalities and diversity
- Demonstrates critical self-reflection and judgement

**Warning Signs:**
- Unreceptive and slow to adapt
- Has difficulty recognising different cultural norms and behaviours
- Has low levels of curiosity, openness and interest in the possibility of learning from others
- Makes false assumptions of people and situations which cause offence and set up barriers to building trust
- Conveys lack of sensitivity
- Makes mistaken assumptions about people
- Treats people with a lack of respect