

Working the Robertson way

DEVELOPING YOUR BEHAVIOURS



Working the Robertson Way - Developing Your Behaviours will help you and your and People Leader identify learning and development opportunities that can be fed into your day-to-day working practices and relationships. It offers potential actions for each behavioural area – core and leadership – so use it regularly for ideas to support your personal development at work.

When it comes to learning, there's no one size fits all. Across Team Robertson there's a range of preferred learning styles and while classroom-based training is needed for some areas of development, there are many opportunities to develop core and leadership behaviours routinely at work.

What is the Robertson approach to learning and development?

We encourage employees across Team Robertson to develop their skills and fulfil their potential, and our People Leaders to foster a growth mindset in their teams. This lets us build capabilities across our workplaces, helping to assure our success as a business with a committed and motivated team.

The learning activities here are designed to support the behaviours outlined in 'Working the Robertson Way' and 'Leading the Robertson Way'. Keep in mind that engaging in an activity doesn't automatically mean you'll meet the required standard – successful behaviours should be observable in your day-to-day performance rather than isolated instances. To stay on track, discuss goals with your People Leader and create action points in your Personal Development Plan (PDP).

70:20:10

Both the Learning & Development and eAcademy support the 70:20:10 approach to development as it offers multiple ways to learn and supports various learning styles:

- **70%:** develop new skills on the job through challenging and practical activities that stretch you and are key to continued development.
- **20%:** learn from your interactions with those around you including coaching, mentoring and collaboration opportunities.
- **10%:** take up formal training and educational opportunities including face-to-face sessions, e-learning and reading.



How to use this booklet

In the following pages you'll find a range of learning ideas. Take time to read them and plan how you can put some of the activities into practice to support your development goals. Be sure to record these as evidence to help you communicate about your performance in future 1-2-1s and Personal Development Reviews (PDRs) with your People Leader.

There are two sections:

Section 1: Core behaviour activities to develop behaviours outlined in *Working the Robertson Way*.

Section 2: Leadership behaviour activities to develop behaviours outlined in *Leading the Robertson Way*.

Both sections are split into two tables:

Self-development activities

Suggested activities for employees across Team Robertson – steer your own development with support from your People Leader, and incorporate action points into your Personal Development Plan.

People Leader activities

Activities for People Leaders to help embed positive behaviours and foster a growth mindset in teams. Include in your PDP and drive support for individual and team learning.

For any questions about 70:20:10 learning or how you can adapt your own approach, contact the Learning & Development Team.

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SECTION 1: CORE BEHAVIOUR ACTIVITIES

WE LISTEN

SELF-DEVELOPMENT ACTIVITIES

- Good communication skills require self-awareness – ask colleagues and customers for feedback on your communication style then reflect and plan how you can improve performance.
- Ask your customers questions to understand the complete picture and ensure any issues are collated and recorded.
- Discuss customer needs with colleagues, your People Leader and in team meetings to agree best approach.
- Look for ways you or your team can incorporate customer feedback into your work.
- If you have ideas for change, share these with colleagues or your People Leader and work on them together.
- In any difficult negotiations, ask for support from your People Leader.
- Plan for meetings and anticipate what questions you may be asked.
- Access the Learning Library on Robertzone to review resources that support development of communication, negotiating and influencing skills.

PEOPLE LEADER ACTIVITIES

- For any internal service you provide, ensure your team understands that colleagues are their customers.
- Complete customer analysis and stakeholder mapping exercises to ensure your team understands their internal and external customers.
- Encourage your team to involve their customer when designing or reviewing processes.
- Ask for feedback and review the impact your work has had on customers and their end users.
- Your team may have great ideas for improvements – give encouragement and make time to discuss.
- Encourage employees to explore the Learning Library and eAcademy for online courses and resources to develop communication, negotiating and influencing skills.
- Dedicate time to coaching individual team members and discuss communication styles before they lead meetings or negotiations. Review together and draw out key learning points.
- Map out your stakeholders with your team for all key projects and agree a communication plan.

SECTION 1: CORE BEHAVIOUR ACTIVITIES

WE ARE PROFESSIONAL

SELF-DEVELOPMENT ACTIVITIES

- Make time to read and stay up to date with procedures, policies, and processes.
- Create a checklist or standard operating procedure for performance of routine tasks.
- Create a reminder system (electronic or paper-based) to ensure you consistently follow up on agreed actions.
- Familiarise yourself with the style and tone of board reports, business presentations and project plans.
- Use positive language. Avoid using words like 'no' and negative language such as 'we can't', 'I won't', 'I can't help you with that'. Instead, be positive, e.g. 'let me see what I can do for you', 'I understand what you're asking, have you considered...?'
- If you disagree with something, keep people on board by challenging constructively and offering an alternative.
- Plan deadlines and share these with colleagues and your People Leader to increase your accountability.
- Where possible, attend internal events relating to key strategies and focus areas.

PEOPLE LEADER ACTIVITIES

- Be a role model for our organisational principles and be clear on how you expect your team to apply these when working with customers.
- As a People Leader or project manager, ensure that work is broken down into mini deliverables with clear targets, and that team members are clear what the goals are and how they are expected to contribute.
- Encourage use of visual plans and flow charts so that project steps and key stages are clear.
- Adopt a coaching approach where appropriate to encourage people to solve their own challenges.
- Ensure you set SMART objectives for every team member and outline how their work links to our organisational purpose.
- Regularly and formally review individual performance against agreed targets.
- Encourage team members to attend the 'Working the Robertson Way' People Leader Passport session.
- Give regular feedback to individuals about their professional behaviours at work, referring to Working the Robertson Way.

SECTION 1: CORE BEHAVIOUR ACTIVITIES

WE ARE DETERMINED TO SUCCEED

SELF-DEVELOPMENT ACTIVITIES

- Find ways to develop yourself further so you continue to contribute to our organisational strategy and success.
- Talk to your People Leader about their responsibilities and yours so you can lead on your tasks freely.
- Discuss with your People Leader the process for escalating problems or issues.
- Set reminders to regularly review information related to health and safety.
- Create a 'praise folder' – use paper-based or your email inbox – to record the good feedback you receive.
- When challenged or things are not going to plan, stand back and give yourself the space and time to think about other ways to tackle the situation.
- When working on or leading a project, think about potential risks and discuss how these would be managed with your colleagues or People Leader.
- Make use of free resources such as the NHS Mindfulness website. Stress and change are a part of life, and practicing mindfulness could help you manage negative emotions.
- If at any time you feel overwhelmed, contact BeSupported, our free help and support service which is entirely confidential and available 24 hours a day, 365 days a year.

PEOPLE LEADER ACTIVITIES

- Include an agenda item for regular team meetings on 'What issues are currently impacting on our areas of work'? Encourage different employees to be responsible for this aspect of the agenda.
- Encourage a culture of learning and accountability.
- Delegate developmentally; plan your delegation of tasks in a way that progressively challenges that person's capabilities.
- If a deadline is missed, carry out a review and involve your team in discussions to identify how processes can be improved.
- Work with team members to set SMART goals that will stretch them but are achievable.
- Ensure you attend the Great Performance Development Conversations workshops delivered by the Robertson Academy to develop coaching and objective-setting skills.
- Brief your team regularly on Health and Safety, sustainability and wellbeing to ensure they understand their responsibilities.
- Make time to prioritise the wellbeing of your team members and recognise when and how to encourage someone to seek support from BeSupported or Human Resources.

SECTION 1: CORE BEHAVIOUR ACTIVITIES

WE ARE DETERMINED TO SUCCEED

SELF-DEVELOPMENT ACTIVITIES

- Get involved in opportunities to learn new things.
- Regularly assess your performance against Working the Robertson Way and be honest about development needs.
- Plan time to review your work and reflect on what has gone well and what could be improved.
- Regularly update your PDP and review progress against objectives.
- Develop a list of things to improve including processes, activities and self-development, and keep note of the actions you take.
- Volunteer for a challenging assignment or project.
- Find ways to develop yourself further to positively contribute to our organisational strategy and success.
- Browse the Learning and Development catalogue for activities to enhance skills and achieve objectives.

PEOPLE LEADER ACTIVITIES

- Create a culture where people are comfortable asking questions. Allow them time to think and explore their understanding.
- Set mini tasks that challenge team members to use their initiative and abilities.
- Your team may have some great ideas for improvements – encourage this and make time to discuss.
- Create opportunities to share knowledge and information (e.g. lunch and learns).
- Conduct regular reviews and feedback of individual Personal Development Plans, using positive language and avoiding negative expressions.
- Be a role model for growth mindset, creating an environment that promotes continuous learning and development.
- Develop a PDP that will challenge you and encourage others to do the same.
- Create a team or department suggestion box.

SECTION 1: CORE BEHAVIOUR ACTIVITIES

WE ARE ONE TEAM

SELF-DEVELOPMENT ACTIVITIES

- Praise your colleagues when they have achieved great things.
- Engage in team meetings and recognise colleagues' involvement.
- Build relationships with colleagues, chat informally and get to know more about them.
- Learn more about other business areas so you have greater knowledge of how they are connected.
- Make time to speak to people about how the work they do contributes to organisational objectives.
- Consider shadowing a colleague for a few hours to gain insight into how they work and assess how your own area can work best with them.
- Identify what information others need to do their jobs successfully and develop a range of ways to share this.
- Share new skills or information you have learned with your wider team. For example, volunteer to present at a team meeting.

PEOPLE LEADER ACTIVITIES

- Create an integrated approach to ensure where possible the whole team achieves goals together.
- Recommend that your team works with partners and stakeholders where appropriate.
- Encourage collaboration - acknowledge the contributions your team and connecting teams have made to deliver shared objectives.
- When business relationships could be improved, address this with your team, discuss how to improve these and be a role model for effective behaviours.
- Support your team to establish and engage in wider professional learning networks internally and externally, and to participate in community activities, developing transferrable skills.
- Invite key stakeholders and key customers – internal or external – to briefings and meetings, helping your team build good working relationships.

SECTION 2: LEADERSHIP ACTIVITIES

EFFECTIVE COMMUNICATION

SELF-DEVELOPMENT ACTIVITIES

- Make a conscious effort to really listen to what people are saying and ask for clarification to avoid misunderstanding.
- Actively seek feedback on how your behaviour and interpersonal skills are seen and understood by others.
- Contribute to drafting and delivering presentations.
- Establish your brand and practice communicating this, what do you want to be known and respected for?
- Make an effort to speak in meetings and share ideas. If you find this difficult, consider working with a mentor to build your confidence.
- Review the Brand Toolkit and Robertzone articles to understand the tone to use in written communications.
- Work out who in your team has the best writing style for various types of communications and what you can do to make yours better.

PEOPLE LEADER ACTIVITIES

- Be a role model for good communication practice and standards.
- Share relevant information openly at team meetings and catch-ups.
- Regularly provide feedback on individual verbal and written communication styles that is specific and useful.
- Talk through and show examples of the expected standard and style of written work across your team.
- Encourage quieter team members to contribute during meetings – circulate an agenda in advance so they have time to plan what they want to say.
- Encourage employees to ask for and reflect on feedback after giving formal presentations. Help them use this to develop SMART objectives to improve presentation and communication skills.

SECTION 2: LEADERSHIP ACTIVITIES

INVOLVING AND ENGAGING OTHERS

SELF-DEVELOPMENT ACTIVITIES

- Talk to people about the importance of their contribution to achieving the team's objectives.
- Encourage people to come to you with ideas to improve their own or team performance.
- Keep your People Leader informed about team achievements and those of colleagues outside of your team.
- Delegate tasks to let others build their skills and experience and support them where needed.
- Use coaching opportunities in your day-to-day interactions to help colleagues improve their skills.
- When making key decisions, take time to check the potential impact of preferences with people who may be affected.

PEOPLE LEADER ACTIVITIES

- Commit to acknowledging and rewarding team and individual achievements.
- Encourage team members to attend the 'Working the Robertson Way' People Leader Passport session to better understand how to lead the Robertson Way.
- Make time for 1-2-1s with your team members – committing this time sends the message that you value them.
- Ensure your team understands the importance of putting customers at the heart of decision-making.
- Encourage your team to involve their customer when designing or reviewing processes.
- Demonstrate trust in your team's abilities by allowing them to work on projects without micromanagement.

SECTION 2: LEADERSHIP ACTIVITIES

ORGANISATIONAL AWARENESS

SELF-DEVELOPMENT ACTIVITIES

- Be inquisitive about what's happening around you and ask how your own work fits with other roles and team objectives.
- Prepare for your 1-2-1s and PDRs with your People Leader. Discuss your objectives and how these fit with the bigger business picture and our organisational purpose.
- Aim to find out more about the business direction and add relevant learning activities to your PDP.
- Check Robertzone daily to keep up-to-date with key activities and events at Robertson.
- Discuss with your People Leader the possibility of shadowing another department to increase understanding of other business areas.
- Familiarise yourself with the Robertson Management System (RMS) and commit time to reading relevant policies, procedures and governance guidelines.

PEOPLE LEADER ACTIVITIES

- Schedule regular team briefing sessions to communicate the overall organisational picture and any changes that may affect the team.
- Ensure everyone in your team is aware of our organisational purpose and principles.
- Discuss with people in your team how they believe the work they do contributes to our organisational purpose and success.
- Encourage employees to attend key external conferences and events and share their learnings with the wider team.
- Stimulate interest in business activities and goals throughout your team.
- Ask people to reflect on the possible consequences of their proposals on team goals.

SECTION 2: LEADERSHIP ACTIVITIES

EMOTIONAL RESILIENCE AND SELF-MANAGEMENT

SELF-DEVELOPMENT ACTIVITIES

- When faced with a difficult situation, write down what success looks like when you resolve issues.
- Volunteer for new challenges and experiences.
- Work with your People Leader to set SMART goals; focus on making sure your goals are challenging but achievable.
- Consider a coach or mentor if you need support to see things from a wider perspective, tackle difficult situations or set boundaries to achieve a work-life balance.
- Use your lunch break to get away from your desk and recharge. Regular breaks help to reduce mental fatigue and emotional stress.
- Make use of free resources such as the NHS Mindfulness website. Stress and change are a part of life and practicing mindfulness could help you manage negative emotions.

PEOPLE LEADER ACTIVITIES

- Consider training as a Mental Health First Aider to learn how to help those around you become more resilient.
- Familiarise yourself with the support available through Human Resources, Occupational Health and AXA BeSupported.
- Take time to encourage good working relationships within your team, build morale and plan for the future – team days are a great way to do this.
- Set aside time to help team members reflect on their success and failures, and what they can learn from them.
- Recognise when your team is doing a good job and give praise.
- Ensure you have regular 1-2-1s with your team members and create an open environment where they're comfortable discussing any issues they may be having.

SECTION 2: LEADERSHIP ACTIVITIES

DECISIVE LEADERSHIP

SELF DEVELOPMENT ACTIVITIES

- When making key decisions, check the potential impact of proposed actions or activities with those who may be affected.
- Build confidence in your decision making and analytical skills – attend relevant training, access eLearning via the eAcademy, read books and articles and share good practice with colleagues.
- When working on projects, map risks for your area and discuss these with your colleagues and People Leader. Work together to plan how to manage and mitigate risks.
- Be sure that any decisions you are considering are in line with our organisational purpose and principles.
- Be clear about what you want to achieve before starting any piece of work so you focus your energy on the right things.
- Make sure you have all the facts. Talk to the right people to gather information and data and use this to shape your approach to work and decision-making.

PEOPLE LEADER ACTIVITIES

- Communicate the rationale behind your decisions to help your team develop their own decision-making skills.
- Ensure your team understands the importance of putting customers at the heart of decision-making.
- Challenge individuals who are about to make decisions which carry a high level of risk. Be constructive and supportive to ensure they understand potential pitfalls and plan accordingly.
- Support a culture of accountability by encouraging team members to speak openly about their decisions.
- Outline the style and standards you want your team to use in their interactions and work with customers.
- Be a role model and reinforce our organisational principles so your team is clear about expected behaviours in their interactions with customers.

SECTION 2: LEADERSHIP ACTIVITIES

INITIATIVE AND TAKING OWNERSHIP

SELF-DEVELOPMENT ACTIVITIES

- Make sure you're clear on what the successful outcome is for any task or project you're working on.
- Volunteer to support colleagues on new projects and initiatives to expand your own skills when you see the opportunity.
- Talk to your People Leader about the level of authority you have in your role, making sure you're clear on when you can make decisions and when they should be escalated.
- Build your PDP to help you develop skills and achieve your goals.
- Work with a mentor or coach to build confidence, ownership and initiative in your role.
- At the end of a project, capture the 'lessons learned' and consider how you can modify and improve delivery.
- Attend Home Safe training courses to understand more about your role in maintaining good standards of health and safety.

PEOPLE LEADER ACTIVITIES

- Where possible, make sure your employees have the resources and information they need to complete tasks.
- Encourage your team to challenge 'the ways we've always done things' and look for ways to streamline processes to save time, resources and money.
- Where possible, let your employees decide how they achieve the task they've been assigned. Agree what success looks like and let them take ownership of the task.
- Hold employees accountable for achieving their goals and deadlines.
- Provide constructive feedback regularly.
- Encourage everyone in your team to attend Home Safe training to increase understanding of behavioural health and safety requirements.

SECTION 2: LEADERSHIP ACTIVITIES

DEVELOPING PARTNERSHIPS

SELF-DEVELOPMENT ACTIVITIES

- Develop active listening skills and ask the Learning and Development team to advise on suitable opportunities for development.
- Rehearse ways to positively influence a situation, identify alternatives and discuss with a colleague, your People Leader or mentor.
- Understand our organisational structure and identify 'key influencers' who may lend their support to your initiatives.
- Map out which key decision makers you need to engage and who to keep informed in given situations.
- Schedule time to build relationships. For example, visit someone's office rather than send an email or suggest a chat over a coffee.
- Develop your influencing style to understand motivation, team building and managing change. Review the range of communication skills training on eAcademy.

PEOPLE LEADER ACTIVITIES

- Make time to give constructive feedback on your team's negotiating and influencing skills and set challenges and learning objectives. Create more opportunities for development.
- Share knowledge about key influencers in or out with your business area who can lend support to initiatives.
- Dedicate time to coaching individuals to help them develop communication skills and build partnerships.
- Where business relationships could be better, discuss with your team ways to work more effectively and be a role model for positive behaviours.
- Provide challenges to help team members improve their influencing skills. Review performance and create more learning opportunities.

SECTION 2: LEADERSHIP ACTIVITIES

ENGAGING OTHERS THROUGH CHANGE

SELF-DEVELOPMENT ACTIVITIES

- When your People Leader shares information about wider business plans or changes, question them on the possible impact on your work.
- Challenge 'the way we've always done things', but prepare to accept relevant industry constraints and regulations.
- Think about why changes in the past have been successful or unsuccessful and identify why. Ask key people involved to share experiences and lessons learned.
- Invest time to understand change management terminology and techniques. Browse the Robertson eAcademy for courses.
- Be open to feedback from all sources and adjust key messages where appropriate.
- Communicate clearly that there is a clear and explicit rationale for change.

PEOPLE LEADER ACTIVITIES

- Allow people to offload their issues and work with them to understand the cause.
- Identify key people who can support and influence others during change, not necessarily People Leaders.
- Provide your team with the relevant information to manage change – encourage them to access training and offer feedback as the project progresses.
- Invest time to work with your front-line supervisors and People Leaders to ensure they understand and can support people through change. If help is needed, contact the Organisational Development team.
- Where necessary, plan and resource for any extra workload created by change.
- Encourage your team to develop formal strategies for managing and communicating change.

SECTION 2: LEADERSHIP ACTIVITIES

ENGAGING OTHERS THROUGH CHANGE

SELF-DEVELOPMENT ACTIVITIES

- Praise your colleagues when they achieve great things.
- Provide regular and constructive feedback to others, encouraging a culture of continuous improvement.
- Listen to and respect someone else's beliefs and values.
- Maintain confidentiality and privacy of colleague and customer information where appropriate.
- Ask for opinions and feedback from a range of people to gain a full perspective.
- Regularly update your Personal Development Plan (PDP) and complete a personal SWOT analysis (see template at mindtools.com).

PEOPLE LEADER ACTIVITIES

- Develop your team through training opportunities and on-the-job coaching.
- Have 1-2-1s with your team members each month and ensure they have SMART objectives.
- Promote a working environment that values dignity and respect, and encourage your team to share information where appropriate.
- Involve your team in developing strategy, plans and outcomes for your business area.
- Promote team spirit – encourage activities such as lunches, coffee mornings and away days.
- Ensure everyone on your team completes mandatory training on Unconscious Bias to create an inclusive workplace.

SECTION 2: LEADERSHIP ACTIVITIES

COLLABORATIVE WORKING

SELF-DEVELOPMENT ACTIVITIES

- Speak to people about how their work contributes to organisational objectives.
- Keep your People Leader regularly updated on progress made by you and your team.
- Recognise where partnerships with other areas could benefit your work and communicate this to key stakeholders.
- Learn more about other business areas so you have a greater knowledge of how they are connected.
- Consider shadowing a colleague for a few hours to gain insight into how they work and assess how your own area can work best with them.
- Review the e-learning modules to increase your knowledge of collaborating and partnering.

PEOPLE LEADER ACTIVITIES

- Share your knowledge and experience with your team, and others where appropriate.
- Ensure your team is aware of how their work contributes to organisational objectives.
- Engage in stakeholder analysis activities to understand where other areas can add value to the work of your team.
- Recommend that your team works with partners and stakeholders where appropriate.
- Encourage collaboration - acknowledge the contributions your team and connecting teams have made to deliver shared objectives.
- Invite key stakeholders and key customers – internal or external – to briefings and meetings to help your team build good working relationships.