

Leading the Robertson Way

LEADERSHIP BEHAVIOURS



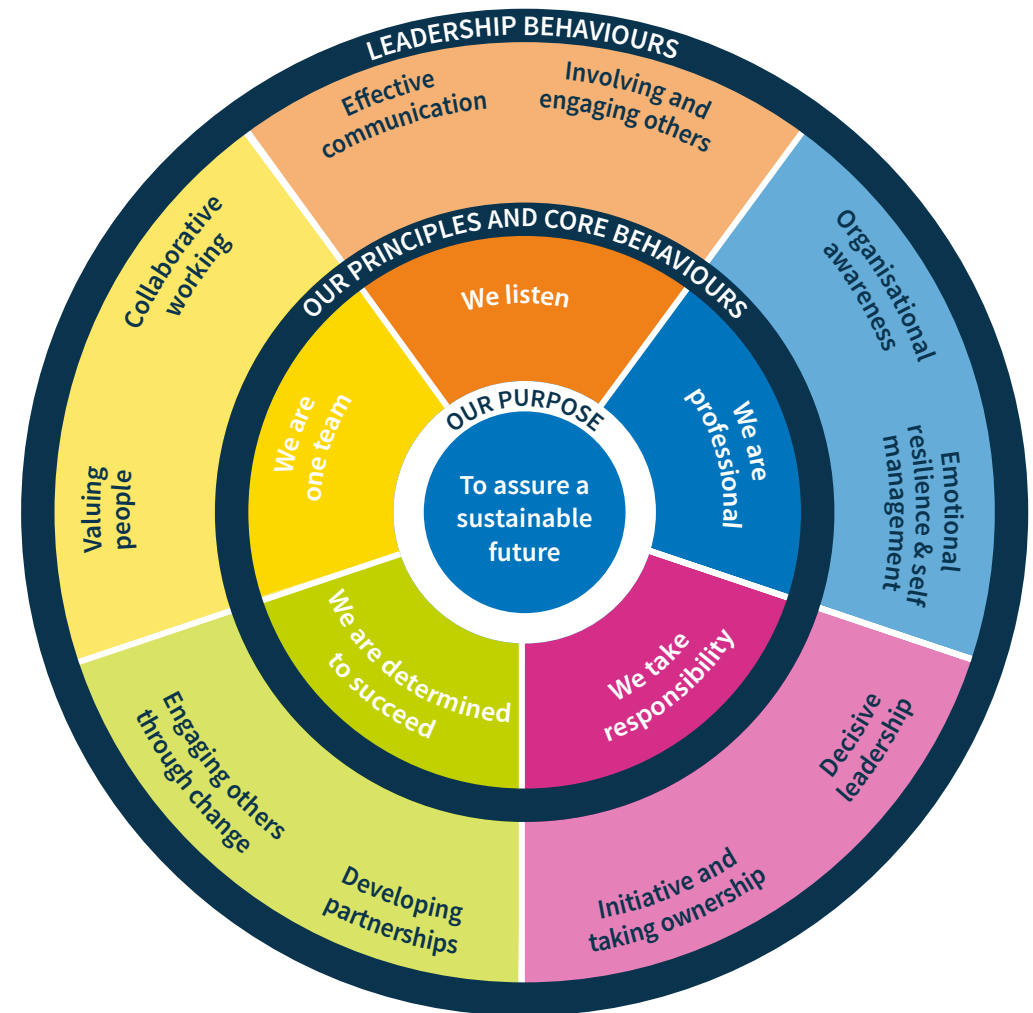
About *Leading the Robertson Way*

At Robertson we believe that achieving individual, team and organisational goals is fundamental to our continued success. We also believe that how we achieve these goals is as important as the goals themselves. The behaviours we demonstrate daily contribute towards making Robertson a great place to work for our colleagues, and a great partner for our customers and communities.

Leading the Robertson Way encourages leadership at all levels – everyone in Team Robertson can engage in leadership behaviours, even if you don't hold a formal leadership role.

The guidance in this booklet builds on the core behaviours in *Working the Robertson Way* and sets out the leadership behaviours – skills, knowledge and mindset – we want you to use and develop each day.

Whether your personal goal is to develop performance in your current role, make a lateral move or progress upwards, *Leading the Robertson Way* can help you actively manage professional growth and career planning.



Understanding leadership levels

There are three levels of behaviours in *Leading the Robertson Way*: **developing, accomplished and inspiring.**

These are progressive – each builds on behaviours from the previous level and reflects an increase in autonomous working, your knowledge of the business and complexity of competence.

The levels are not restricted to hierarchical job roles and you don't need to be a people leader to demonstrate leadership behaviours.

Developing leader

- Contributes to activities that support the achievement of strategic objectives.
- Demonstrates a commitment to delivering objectives that support our purpose.

Accomplished leader

- Produces key outputs that support Robertson in achieving our strategic objectives.
- Demonstrates a collaborative approach, influencing other individuals to deliver in line with our purpose.

Inspiring leader

- Leads and steers others to achieve strategic objectives.
- Demonstrates a strategic-level outlook and an understanding of how different Robertson business areas can collaborate to deliver our purpose.

Find out more:

www.workingtherobertsonway.co.uk



Using leadership behaviours

Leading the Robertson Way is underpinned by our five principles and describes typical behaviours that constitute effective leadership. It supports personal reflection on your own behaviours, individual Performance Development Reviews (PDRs), Personal Development Plans (PDPs), succession and individual career planning.

To get the most from *Leading the Robertson Way*, we recommend these steps:

- 1. Identify the behaviours best aligned to your role:** Consider each statement and choose the level that most accurately reflects what's expected of you in your current role. When a statement refers to customers, they may be internal or external.
- 2. Meet with your People Leader:** Focus on having an honest conversation to agree your current level and the behaviours essential to your role. Keep in mind the statements are not prescriptive and this isn't a 'tick box list'. Most people choose around 6-8 behaviours – it's up to you, in partnership with your People Leader, to decide which ones.
- 3. Develop your PDP:** To reach the next level – for example, you currently evidence Developing Leader behaviours and want to progress to Accomplished Leader level – work with your People Leader to develop a PDP around your skills and knowledge gaps. Refer to this booklet to help plan your PDP.
- 4. Regularly monitor progress against goals in your PDP:** Meet with your People Leader monthly to discuss and adjust behaviours as needed. Ask your People Leader, colleagues and clients for feedback on your behaviours and record these as evidence to support your 1-2-1s and Performance Development Review. Remember this isn't about isolated instances but observable behaviours and day-to-day performance.

Along with this booklet, there are tools to help you self-assess your strengths and gather feedback. With insight you can adjust behaviours and develop those skills which will help you excel in your role. You can find more information on how to apply *Leading the Robertson Way* on page 14.

Find out more:

www.workingtherobertsonway.co.uk



Effective communication

The ability to communicate well with others and put across your thoughts and ideas through a variety of communication channels. The best communicators can work easily with others.

Developing leader

- I use communication channels and options appropriately.
- I write and speak clearly, concisely and with focus.
- I assert my ideas and opinions in a respectful and constructive way.
- I recognise when a communication has been misinterpreted and am quick to clarify.

Accomplished leader

- I create clarity around complex or technical issues to help others understand them, and give input to guide resolution.
- I remain calm and confident in difficult situations and respond with logic and conviction.
- I facilitate discussion and create a culture of positive debate.
- I adapt my communication style to suit different situations and audiences.

Inspiring leader

- I translate our purpose, vision and principles into clear and effective messages for employees, customers, partners and communities.
- I role model the Robertson Way every day.
- I set up processes to improve information flow across my team and the organisation.
- I manage and resolve conflict – in my team, with colleagues or customers – in a positive and diplomatic way.

Find out more:

www.workingtherobertsonway.co.uk

▶ Development indicators

- › I appear unapproachable to others.
- › I am not open to using feedback to support improvement.
- › I question things inappropriately, interrupt others or act disruptively in meetings.
- › I do not facilitate open discussions for all, instead listening to those who shout loudest.

Involving and engaging others

Working to create the right climate for people to get the job done to the best of their ability, ensuring a culture of mutual respect and support.

Developing leader

- I tell people how much they are valued and regularly express thanks and appreciation.
- I demonstrate trust in the ability of those I work with.
- I proactively share information with those who need it.
- I recognise and celebrate individual and team achievements.

Accomplished leader

- I commit to holding and/or participating in regular team meetings and timely 1-2-1s.
- I influence others to focus on working together to deliver for customers.
- I nurture an environment where individuals treat each other fairly and with respect.
- I seek and value input from others when making decisions.

Inspiring leader

- I promote a culture that encourages ownership and accountability.
- I ensure that organisational purpose and customer needs are at the heart of decision-making.
- I clearly communicate to others how their work contributes to our purpose and vision.
- I demonstrate an understanding of what motivates and matters to people through regular conversations and actions.

▶ Development indicators

- › I give customers and delivery partners an unrealistic picture of what is possible.
- › I focus on what cannot be achieved.
- › I brush aside the views of others.
- › I 'tell' others more than I engage or coach them.

Find out more:

www.workingtherobertsonway.co.uk

Organisational awareness

Committing to keeping up to date with issues that may impact on the organisation and identifying ways to promote Robertson to all our stakeholders.

Developing leader

- I set SMART objectives in line with our purpose.
- I consistently role model our core behaviours.
- I engage with customers about their experiences.
- I remain up to date with changes to organisational policy or procedures which could impact my role.
- I am aware of the good practices in our Responsible Business Policy, and the benefits.

Accomplished leader

- I help others understand what is expected of them.
- I understand the relationship between Robertson and key stakeholders and decision-makers.
- I always look for new opportunities to promote Robertson internally and externally.
- I ensure customer needs remain a priority against all other commercial drivers.
- I am committed to the good practices in our Responsible Business Policy and encourage supportive behaviours.

Inspiring leader

- I use my knowledge of organisational policies, procedures and climate to solve problems.
- I identify issues that may negatively impact the climate and culture in my business area and drive positive change.
- I talk about our business strategy and objectives with enthusiasm.
- I work with others to build a common vision, where everyone can achieve their best.
- I emphasise integration of responsible business practices according to our Responsible Business Policy, and foster a culture of collective responsibility.

Find out more:

www.workingtherobertsonway.co.uk

▶ Development indicators

- › I fail to link my own work objectives to our organisational purpose and principles.
- › I take a short-term view when solving problems.
- › I do not use organisational and legislative processes or frameworks to ensure I deliver work in the right way.
- › I am reluctant to engage in high-profile activities.

Emotional resilience and self-management

The ability to stand back and take a wider perspective, taking setback and difficulties in your stride and managing your time, priorities and resources to achieve goals.

Developing leader

- I have an optimistic outlook.
- I learn from experience when something has failed.
- I set appropriate boundaries that support me in managing my work/life balance.
- I am aware of the impact my behaviour has on others.

Accomplished leader

- I remain calm and effective in stressful situations.
- I consider things rationally and manage my emotions when making decisions.
- I remain resilient in the face of competing demands.
- I adjust and recover quickly from setbacks and unforeseen challenges, and persist in delivering objectives.

Inspiring leader

- I am prepared to make and commit to difficult decisions.
- I encourage resilience by being open and honest about challenges and the actions required to overcome these.
- I commit to a culture of wellbeing, guiding others in dealing with setbacks and promoting the support available.
- I do not compromise the Robertson Way, even when under pressure.

▶ Development indicators

- › I fail to ask for help and support when I need it.
- › I give up quickly when something goes wrong.
- › I fill up my time with tasks that could be delegated.
- › I get moody which impacts how I interact with others.

Find out more:

www.workingtherobertsonway.co.uk

Decisive leadership

Combining insight and evidence-based approaches to help make confident and effective decisions.

Developing leader

- I monitor what is happening in Robertson and use this knowledge to support decision-making.
- I consult with my People Leader when making decisions and ensure I share information about progress and impact.
- I analyse and evaluate information and make reasonable decisions to achieve a positive outcome for Robertson.
- I ensure I can clearly explain the rationale behind decisions.

Accomplished leader

- I consult with others to ensure the decisions I make support our organisational purpose and principles.
- I make quick and confident decisions that support progress towards achieving objectives.
- I chair meetings and discussions effectively, create action plans and ensure follow up.
- I recognise my own authority for decision-making and demonstrate accountability.

Inspiring leader

- I adjust to new information without constantly changing direction.
- I drive a culture that encourages everyone to be accountable for the decisions they make.
- I consider the perspectives of key partners and stakeholders when making decisions that may impact them.
- I build support for my decisions by openly sharing information and intended outcomes with others.

▶ Development indicators

- › I overlook key information when making decisions.
- › I fail to ensure sensitive information is treated with care, in accordance with Robertson policy.
- › I miss opportunities and deadlines by delaying decisions.
- › I push decisions upwards rather than taking responsibility.

Find out more:

www.workingtherobertsonway.co.uk

Initiative and taking ownership

Taking responsibility and accountability for your tasks and actions.

Developing leader

- I make constructive recommendations on how to improve current practices.
- I take responsibility for my own continuous personal development.
- I identify opportunities where I can support my colleagues in delivering projects.
- I speak out when I encounter health and safety risks or breaches.

Accomplished leader

- I hold myself and others accountable for achieving results.
- I commit to understanding the needs of our customers and go the extra mile to ensure delivery.
- I anticipate potential problems and take steps to resolve these at the earliest opportunity.
- I turn new ideas into tangible results.

Inspiring leader

- I keep abreast of best practice within and outside Robertson.
- I prioritise delivering safely over delivering quickly, ensuring best practice at all times.
- I drive for continuous improvement, asking 'how could this be done better'?
- I create a culture that supports others to use their initiative and think creatively when faced with a challenge.

▶ Development indicators

- › I make excuses for not delivering or blame others.
- › I try to force through an idea or initiative because I think it's good and not because it benefits the business.
- › I generate ideas but fail to follow them through.
- › I allow fear of failure to prevent me from delivering.

Developing partnerships

The ability to establish relationships and influence complex networks internally and externally to ensure the success of Robertson.

Developing leader

- I adapt my working style where necessary to promote collaboration and achievement of shared goals.
- I demonstrate trust in the abilities of those I work with.
- I take steps to build rapport with people, no matter their background or level.
- I develop professional working relationships in and outside my team.

Accomplished leader

- I build mutually constructive and respectful relationships internally and externally.
- I unite diverse stakeholder groups under a common goal to work effectively in partnership.
- I represent Robertson externally at key forums, events, conferences and engagement activities, promoting our purpose and engaging with potential partners.
- I lead discussions with partners and challenge constructively to reach successful outcomes.

Inspiring leader

- I take the lead and create conditions for successful partnership working.
- I collaborate with partners to achieve the best possible results for our customers.
- I proactively manage partnerships and focus on preventing or resolving potential conflict.
- I use tact and diplomacy to review or exit partnerships that are no longer working effectively.

▶ Development indicators

- › I fail to share good practice outside my team.
- › I act impulsively or in my own interests.
- › I am uncomfortable meeting new people or handling difficult people.
- › I expect others to engage with me rather than seeking out opportunities.

Find out more:

www.workingtherobertsonway.co.uk

Engaging others through change

Communicating a compelling vision throughout the organisation to encourage a culture of innovation, allowing people to consider and make improvements that really make an impact.

Developing leader

- I respond effectively to change.
- I promote the positive side of change to those around me.
- I keep key stakeholders informed of change and any possible impact on project delivery.
- I seek new ways to solve existing problems and challenges.

Accomplished leader

- I involve the appropriate stakeholders when planning, implementing and reporting on change.
- I encourage a culture of innovation focused on providing solutions that make a difference to our customers.
- I actively support others through organisational change.
- I speak up against unnecessary resistance to change in my business area.

Inspiring leader

- I encourage consultation at all levels and take account of feedback when considering change.
- I clearly communicate the vision and rationale for change, and engage and facilitate others to work collaboratively to achieve change.
- I empower others to lead and use change as a tool to improve organisational performance.
- I constructively challenge change proposals that don't support the Robertson Way.

▶ Development indicators

- › I pass the buck rather than deliver negative news myself.
- › I respond emotionally to change.
- › I don't properly assess or plan for potential risks associated with change.
- › I focus on launching change rather than ensuring it is controlled and well thought through.

Find out more:

www.workingtherobertsonway.co.uk

Valuing people

Creating a shared culture where everyone feels they are making a meaningful contribution to what we achieve.

Developing leader

- I respect the talents and contributions of all individuals.
- I treat everyone fairly and with respect.
- I respond to contributions from others in a positive and constructive way.
- I acknowledge and consider others' perspectives before taking action.

Accomplished leader

- I promote an environment that values diversity.
- I challenge colleagues whose behaviour, attitude and language negatively impact others.
- I build relationships with individuals across Robertson.
- I coach others to help them resolve performance-related issues.

Inspiring leader

- I create a supportive environment and encourage ownership and responsibility.
- I promote my team and our abilities in discussions with stakeholders.
- I build a culture where everyone feels safe to contribute views and opinions.
- I create a climate for personal growth and career opportunity.

▶ Development indicators

- › I promote individual contribution over team achievement.
- › I tolerate behaviours that have a negative impact on the workplace experience of others.
- › I express a negative opinion about my team.
- › I don't support equal opportunities for all.

Find out more:

www.workingtherobertsonway.co.uk

Collaborative working

Forging close relationships with others to work towards achieving common goals and outcomes as one team.

Developing leader

- I influence others to focus on working together to deliver customer needs.
- I support others in challenging circumstances.
- I adapt my working style when needed to promote collaboration and achievement of shared goals.
- I am approachable to immediate colleagues and my wider team.

Accomplished leader

- I help remove barriers and obstacles to team productivity and success.
- I build and maintain networks that are mutually beneficial and help us achieve our organisational purpose.
- I meet regularly with people outside my own area to share information and best practice.
- I build trust through sharing information and expertise.

Inspiring leader

- I create opportunities to get the best from teams and individuals, and achieve our potential.
- I drive cross-functional initiatives that create value for Robertson and contribute to organisational objectives.
- I bring collaborative groups together to achieve objectives.
- I commit to breaking down barriers between departments and teams and encourage cooperation.

▶ Development indicators

- › I miss opportunities to collaborate with others and create better outcomes for customers.
- › I don't encourage communication within and between teams.
- › I make decisions without involving other people.
- › I usually take a 'that's not my job' attitude.

Find out more:

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Four ways to use *Leading the Robertson Way*

Develop yourself

Familiarise yourself with *Working the Robertson Way* and *Leading the Robertson Way*. For each relevant behaviour take time to honestly reflect on the following questions:

- How often do I do this?
- Would others say this is an area of strength for me?
- Am I working in the right environment to meet this expectation fully?
- Is this one of my priority areas for development?

Next steps:

1. Schedule a 1-2-1 with your People Leader to design a PDP. Use this as an opportunity for feedback on your strengths and areas for development, and agree 2 or 3 behaviours to focus on.
2. Explore [Working the Robertson Way](#) and the [Learning Library](#) to identify learning and development opportunities that match your development needs.

Top tip!

Ask your People Leader or a trusted colleague to coach you through your reflection.

Develop other leaders

Use *Working the Robertson Way* and *Leading the Robertson Way* in your 1-2-1s with people you lead.

Do this in two ways:

1. Encourage people to reflect on their behaviours before a 1-2-1 (with you or a colleague). Discuss reflections and identify development needs. [Create a relevant PDP](#) and regularly review progress.
2. Identify one behaviour a month as a theme. Discuss how these can be role-modelled, and support individuals as they put these into practice.

Top tip!

Use your PDP as an example for your team and discuss the impact of individual development on the success of your business area.

Develop your leadership team

Use the behaviours to have a series of future-focused team discussions.

- Identify one principle that your leadership team should prioritise over the next 12 months. Share this with the wider team and encourage them to provide upward feedback.
- Take a deep dive into one behaviour a month, making time to discuss good examples you've recently seen at work and ways you can improve (e.g. a 'communications month', a 'resilience month', and so on).
- Encourage your team to consider these behaviours in their decision-making.

Next steps:

1. Encourage ownership.
2. Take action.
3. Reflect and review for continuous improvement.

Top tip!

Anyone in your leadership team can take the lead in this activity – take turns to chair discussions and at the same time develop facilitation skills.

Develop aspiring leaders

Use *Leading the Robertson Way* with individuals keen to build skills and progress their career.

How you can do this:

1. Ask people to tell you what the behaviours mean to them.
2. Use the behaviours to identify new and challenging work you can delegate to support individuals in development and leadership capabilities (e.g. inducting a new start).

Top tip!

Encourage people to use a learning log to reflect on their experiences and how they have applied leadership behaviours. Remember, this can support them during the application process and interviews for more senior internal positions.