

Working the Robertson Way

CORE BEHAVIOURS



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***Working the Robertson Way* outlines the core behaviours we should all be showing at work, based on our five principles: we listen, we are professional, we take responsibility, we are determined to succeed, we are one team.**

By working the Robertson Way you not only contribute to the success of the business, it's the chance to develop your own skills and performance.

In this booklet you'll find statements describing the behaviours (or attitude and approach) which reflect our principles and how we want people at Robertson to work. You'll find these realistic and aspirational, i.e. some you'll achieve easily while others may need effort, training or support before you can regularly demonstrate them.

But keep in mind that this isn't a tick box exercise, and we don't expect you to remember every statement. The aim is to help you understand the core behaviours that support the Robertson Way. By using this approach, you'll be helping to provide a consistently excellent experience for colleagues, customers and partners, and steer your own career development.



Working the Robertson Way and setting objectives

Talk to your People Leader about how you can use *Working the Robertson Way* to support you in your role. We recommend a simple three-step process:

- 1 Meet with your People Leader regularly to set job role objectives using *Working the Robertson Way* as a starting point. You should have a monthly 1-2-1 with your People Leader, and a formal check-in as part of the performance cycle every six months.
- 2 Discuss how your SMART objectives align to our purpose and the Robertson Way principles - some may contain elements of all five principles, while others relate to only two or three.

Once you've identified these, read and familiarise yourself with the relevant statements. If you commit to developing and demonstrating these behaviours, you're on your way to achieving your objectives in line with the Robertson Way.

- 3 Find time to regularly reflect on how you're showing these behaviours at work – ask colleagues, customers and your People Leader for feedback when you can.

Need more guidance?

Find more information and downloadable booklets at www.workingtherobertsonway.co.uk.

If you still have questions or need more support, your People Leader can point you in the right direction.

Working the Robertson Way forms part of your Performance Development Review. Use it to remind yourself of the things you want to celebrate as well as areas you'd like to improve and develop.



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I'm successful when:

- I treat people fairly and with respect.
- I'm open to other people's ideas.
- I ask open questions to fully understand what people need and expect.
- I take onboard feedback from customers and partners, and use it to suggest improvements.
- I'm polite and respectful when I speak to people, and take the time to really listen to what they're saying.
- I keep colleagues, customers and partners updated about progress when I'm doing work for them.
- I'm aware of my approach and adapt it to suit different people and circumstances.
- I make it easy for colleagues, customers and partners to contact me.

I'm less successful when:

- I keep quiet if I'm unclear about something, rather than ask for clarification.
- I don't share appropriate information with customers or colleagues.
- I miss opportunities to highlight any problems or improve things for customers.
- I get defensive or confrontational when someone gives me feedback.
- I don't seek and/or listen to other people's views when I make decisions.
- I'm not willing to compromise to reach the best solution for everyone.



We listen

Listening enables us to work positively and collaboratively, and gives customers, partners and colleagues the assurance that their voices are always heard.

I'm successful when:

- I'm respectful of other people's opinions, backgrounds and differences, and maintain confidentiality when it's needed.
- I use positive language and never use words or actions that are or could be seen as offensive or inappropriate.
- I give clear timescales and provide information in a way that's easy for people to understand.
- I follow all relevant procedures and policies, and maintain expected standards and records.
- I challenge unprofessional behaviour when I see it at work.
- I put forward my views clearly and concisely, and use appropriate methods of communication.
- I aim for excellence and encourage colleagues and partners to go beyond agreed objectives.
- I work to my deadlines, and if things change I take accountability to ensure we deliver.

I'm less successful when:

- I fail to manage customer expectations.
- I wait to be told what to do and rely on colleagues to solve problems.
- I'm disorganised and don't plan my work effectively or prepare properly for meetings.
- I gossip or complain about other people or their work, without confronting the issue.
- I ignore feedback about my work and opportunities to improve my approach.
- I have poor time management and don't meet my deadlines.



We are professional

Our mix of prudence and diligence, care and attention to detail means that our customers have certainty and assurance in everything we do, and trust us to deliver.

I'm successful when:

- I'm committed to keeping myself and others safe by following procedures and reporting any issues.
- I remain calm under pressure and manage my frustrations and behaviour accordingly.
- I go 'the extra mile' when it's needed to ensure objectives are met.
- I stretch myself at work, always doing my best and aiming to deliver to a high standard.
- I challenge unsafe behaviours and attitudes in others.
- I take responsibility for my own wellbeing, and I care for other people's wellbeing too.
- I speak up when I see something that puts me or other people at risk.
- I do what I say I'm going to do, on time and to the expected standard.
- I accept responsibility for my mistakes and learn from them.

I'm less successful when:

- I blame other people when things go wrong.
- I hide potential issues rather than ensure risks are managed appropriately.
- I act in a way that puts myself or others at risk.
- I don't keep people informed of my progress when I'm working to a deadline.
- I allow pressure to negatively impact me.
- I fail to understand how my work contributes to the wider organisation.



We take responsibility

Each of us is accountable for what we do. From the smallest detail to team safety and caring for our communities and the environment, we know that everything matters.

I'm successful when:

- I understand the importance of following processes and procedures.
- I approach change positively, taking time to understand why it's needed and the benefits.
- I consistently deliver on agreed responsibilities and objectives even in challenging circumstances.
- I learn from past experiences and look for opportunities to learn from others.
- I ask people for feedback on my work, skills and behaviours.
- I search for realistic solutions instead of focussing on the problem.
- I identify opportunities for self-development and commit to improving.
- I look for ways to trial fresh approaches and improve how things are done.

I'm less successful when:

- I'm reluctant to see change as positive and resist trying new things.
- I'm easily influenced by people who are being negative.
- I fail to ask my colleagues and customers for feedback.
- I don't review my progress against my set objectives.
- I dismiss ideas for improvement or challenge them in an unhelpful way.
- I focus on fire-fighting rather than look for a long-term solution.



We are determined to succeed

Every challenge is an opportunity. We work collaboratively and focus on safety, productivity and quality to find solutions we can be proud of and that provide a positive, lasting benefit.

I'm successful when:

- I commit to building relationships with my team, our partners and customers.
- I take time to understand how my role fits into the wider organisation.
- I trust others to do their best and help them when needed.
- I positively represent Robertson by working in the Robertson Way and role-modelling our principles internally and externally.
- I value my team and am committed to achieving our objectives.
- I make an effort to positively resolve conflict when working relationships have broken down.
- I acknowledge and celebrate other people's success.
- I put the achievement of shared objectives before my own goals.

I'm less successful when:

- I work on my own instead of involving my team or colleagues.
- I blame others for team failures and take credit for team success.
- I focus on my own objectives at the expense of supporting my colleagues.
- I make non-constructive comments that demotivate the people around me.
- I don't recognise opportunities for cross-team working.
- I let individual differences negatively impact team morale.



We are one team

We work as one - in our teams and partnerships, and with our customers. We respect each contribution and everyone stands up to be counted. We are Team Robertson.

Developing your core behaviours

Maximise your professional growth – make learning part of your everyday at Robertson

There are plenty of ways to improve your skills, knowledge and abilities in your role, with or without formal training.

Learn the 70:20:10 way



We're committed to creating learning and development opportunities for everyone in Team Robertson. We also know there's no one size fits all. That's why we support the 70:20:10 approach, which creates multiple ways to learn at work:

- 70%: develop new skills **on the job** through challenging and practical activities that stretch you and are key to continued development;
- 20%: **learn from those around you** through networking, mentoring, coaching and collaborating;
- 10%: take advantage of **formal learning opportunities** such as face-to-face sessions, e-learning and reading.

How to develop your core behaviours



- **Explore** Working the Robertson Way at www.workingtherobertsonway.co.uk for ideas on development activities. Your People Leader can also tell you more about the learning and development opportunities available.
- **Agree** with your People Leader which activities can help you develop your core behaviours and how these will be recorded and monitored.
- **Reflect** on your development activities regularly. Keep your People Leader updated with your progress and share your learning and achievements.

Find out more:
www.workingtherobertsonway.co.uk