

CBI BEHAVIOURS GUIDANCE



Our framework

Our framework describes the behaviours essential for effective performance at the CBI. They are key to achieving results now, as well as in the future, and play a vital role in helping us to deliver our strategy.

Made up of behavioural indicators, the framework underpin our people processes and will set out how we approach our work- applying our skills, knowledge and experience in the most effective way possible.

This will:

- ✓ Provide clear and consistent behaviours against which we are all accountable
- ✓ Support you to identify areas of strength and define areas for development
- ✓ Act as a tool in recruitment, both internally and externally
- ✓ Put behaviours at the centre of our performance development review process, meaning you are recognised not only for what you did, but how you did it.

What won't it do?

This is just one piece of the puzzle and whilst we need to understand what these behaviours mean for us, we also need to be very clear on what they are not about. The framework does not define our technical knowledge and accountabilities, nor is it an exhaustive list of how to display each behaviour. This can be found in other documents such as job descriptions and performance objectives and through conversations with your Manager.

Why were these behaviours chosen?

We gathered information from across the business to establish the behaviours which are essential to allow us to succeed in our roles and deliver on our strategy. We wanted the framework to reflect not only our strategic focus and four strategic themes, but also the behaviours and measures that you want to see role modelled.

OUR FRAMEWORK

HOW IS IT
STRUCTURED?

CBI BEHAVIOURS

COLLABORATIVE

TAKES OWNERSHIP

AGILE

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RECRUITMENT AND
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How is it structured?

How the behaviours are displayed differs according to role type and level and so we have structured the behaviours into three levels:

- ✓ **All Colleagues:** The level all employees are expected to display, regardless of role
- ✓ **People Manager:** Anybody who line manages another colleague or team, for example a Head of Group, Regional Director
- ✓ **Director/ExCo:** Typically a member of Management Board or ExCo.

These levels are cumulative, which means somebody operating as a Director would also be expected to be demonstrating the behaviours from the other two levels.

Within each level there are a number of indicators which give some examples of how somebody operating at each level could display that behaviour effectively.

These aren't an exhaustive 'checklist' and so we encourage you to think about and discuss with your Manager what success looks like for your role.

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CBI behaviours



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Collaborative

Builds rapport and engages, to share knowledge and skills, build partnerships and achieve results.

All Colleagues

- ✓ Listens, seeks views and shares information
- ✓ Honest and transparent
- ✓ Challenges when appropriate
- ✓ Empathetic and approachable.

People Manager

- ✓ Uses team member's strengths, emphasising support and challenge
- ✓ Role models interpersonal skills
- ✓ Adapts style to build consensus and trust
- ✓ Proactively manages relationships.

Director and ExCo

- ✓ Creates an inclusive team culture
- ✓ Challenges and addresses 'silo attitudes'
- ✓ Identifies and develops clear win-win partnerships.

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Takes ownership

Is accountable, showing pride and passion for what we do and communicates our purpose with clarity.

All Colleagues

- ✓ Can influence, irrespective of hierarchy
- ✓ Takes ownership for delivery and holding others to account
- ✓ Resourceful, organised and plans effectively
- ✓ Positive and constructive.

People Manager

- ✓ Owns the team's results and outputs
- ✓ Delegates work clearly and effectively
- ✓ Motivates the team towards shared goals
- ✓ Facilitates the development of their team.

Director and ExCo

- ✓ Visible as a leader, establishing a strong direction and vision
- ✓ Coaches teams to high performance, helps remove barriers to success
- ✓ Communicates strategic decisions with transparency.

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Agile

Is proactive and responsive, taking advantage of commercial opportunities to provide a strong and proactive member service.

All Colleagues

- ✓ Proactive and flexible in addressing stakeholder needs
- ✓ Balances shifting priorities
- ✓ Recognises, manages and improves throughout change.

People Manager

- ✓ Ensures the team receive information at the right time
- ✓ Engages opinion from the team and makes timely and informed decisions
- ✓ Ensures team are motivated and supported through change.

Director and ExCo

- ✓ Provides strategic rationale for change
- ✓ Shows flexibility but maintains focus on the longer term
- ✓ Effectively manages conflict through periods of change.

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Understands our environment and has a commercial and financial mind-set, ensuring all activities deliver added value.

All Colleagues

- ✓ Is aware of the wider business environment and the CBI's commercial targets
- ✓ Considers issues and opportunities outside of own expertise
- ✓ Understands how they can support the CBI strategy
- ✓ Prioritises revenue generating activity whilst delivering exceptional service.

People Manager

- ✓ Manages budget effectively
- ✓ Pursues commercial opportunities to generate revenue or reduce costs
- ✓ Adjusts plans to align to the CBI strategy.

Director and ExCo

- ✓ Ensures tight commercial controls of finance, resources and contracts
- ✓ Takes a balanced view of wider impact when making changes
- ✓ Develops commercial focused strategy which delivers improvement in output, quality and cost.

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Innovative

Has the energy, tenacity and stamina to drive change; innovating in small steps as well as big leaps.

All Colleagues

- ✓ Is willing to take risks and generate new ideas
- ✓ Challenges a mind-set of 'it's what we've always done'
- ✓ Explores, shares and integrates best practice
- ✓ Learns from mistakes.

People Manager

- ✓ Encourages and values new ideas
- ✓ Provides team with risk free space to be creative
- ✓ Consistently thinks about approaches with the view to improve
- ✓ Strives to continuously improve their own and their team's performance.

Director and ExCo

- ✓ Creates a culture where creativity is rewarded and supported
- ✓ Ensures that opportunities for business development are acted on
- ✓ Champions, obtains and provides resources to enable implementation.

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Analytical

Data driven; gathering information and using logic to analyse, problem solve, evaluate risk and make decisions.

All Colleagues

- ✓ Always uses evidence to make decisions and support arguments
- ✓ Ensures data is accessible and up to date
- ✓ Is prepared for stakeholder engagements
- ✓ Uses insight and logic to influence
- ✓ Structures their thinking.

People Manager

- ✓ Sets out the team's framework but allows freedom to develop the details
- ✓ Role models and challenges using evidence based behaviours
- ✓ Challenges 'group think' mentality, using insight to support.

Director and ExCo

- ✓ Acts mindfully to identify and mitigate risk to strategy
- ✓ Uses analysis to build strategy.

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How do I use the framework?

Here are a few pointers of how to embed the framework into our people processes.

Recruitment and Selection

Embedding our behaviours within recruitment will help us to recruit people who align with our core behaviours and diversify and strengthen our talent pool.

Job descriptions

Each job description will provide an overview of the key responsibilities for the role, but also include a **person profile** which describes the qualities (experience, knowledge, skills, success criteria and behaviours) a person needs to excel.

The behaviours section should reflect the most **relevant** behaviours and indicators for that role.

When hiring...

- ✓ Undertake a brief job evaluation to ensure the role content and structure remains effective and accurate
- ✓ Identify the essential behaviours and indicators and include them in the person profile
- ✓ Consider signposting required behaviours in job advertisements, alongside other selection criteria.

Behaviour based selection

Our behaviours will be embedded in our selection tools, for example through behaviour based interviews and assessment centres, testing candidate's abilities to display each behaviour.

When recruiting...

- ✓ Ask questions targeted at obtaining evidence for a specific behaviour
- ✓ Ask candidates to provide concrete examples of when they demonstrated the behaviour in question
- ✓ Ask HR for examples of interview questions you can use for each behaviour.

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Performance Management

Using behaviours within our performance management processes helps us to improve performance by clearly outlining and recognising what is expected of us in terms of how we do our job as well as what we deliver.

Performance at the CBI incorporates two key elements:

- ✓ **What** specific objectives we're aiming to achieve; and
- ✓ **How** we work to achieve our objectives.

Performance Development Review

By reviewing and assessing all of the behaviours as part of our performance development reviews, we are able to identify where our strengths are, along with development areas.

During a performance review...

- ✓ Refer to the behavioural indicators to understand what demonstration of each looks like across different levels
- ✓ Both manager and employee gather and discuss evidence of where behaviours have been demonstrated
- ✓ Assess each behaviour based on performance demonstrated throughout objectives and additional achievements within the year
- ✓ Discuss development needs which have been identified

When setting objectives...

- ✓ Both employees and managers should consider which behaviours may be clearly demonstrable through successful completion of each objective
- ✓ Focus on behavioural elements in day-to-day work to understand how to improve performance.

During probation...

- ✓ Refer to behaviours to when setting probation objectives
- ✓ Encourage new employees to consider which behaviours may be a strength and which require further development
- ✓ Upon completion of probation, reflect on which have been demonstrated and which require further demonstration – this can then feed into future objectives.

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Learning and Development

The framework provides a set of behaviours that can be used to help us to lead our development and identify areas of focus.

We will use it to:

- ✓ Take a targeted approach to building our learning and development activities
- ✓ Identify the behaviours individuals, teams or the organisation need to develop and direct our investment where it is needed most
- ✓ Use behaviours to compliment skills based learning needs analysis and development.

When thinking about career development...

- ✓ Drive your development and identify which behaviours you may need to develop in order to progress
- ✓ Work with your Manager or L&D to create a personal development plan for the areas you wish to develop
- ✓ Discuss your development needs as part of your performance development reviews
- ✓ Consider a 360 feedback to gather comprehensive feedback around your performance against the framework.

Management Development

All Managers should role model our behaviours, and we will provide plenty of Development tools through targeted programmes.

ASPIRE, our management development programme, will be tailored to include development of the People Manager and Director Behaviours, as well as tools and advice around how to use the framework within teams.

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