CBI behaviours framework

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

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.

CBI behaviours

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

ANALYTICAL
Evidence driven; gathering information, analysing, problem- solving, and making informed decisions.

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

CBI BEHAVIOURS

INNOVATIVE
Is bold in their thinking and has the energy and tenacity to drive change and improvement and learn from their mistakes; innovating in small steps as well as big leaps.

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

AGILE
Is proactive and responsive in supporting an agile culture, demonstrating a learning mindset, respecting and collaborating with others with a focus on delivering value and adapting to change.

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
- ⊘ Respectful of different perspectives and opinions

People Manager

- ⊘ Uses team member's strengths, emphasising support and challenge
- ⊘ Role models interpersonal skills and adapts style to build consensus and trust
- ⊘ Proactively manages relationships
- ⊘ Brings people with them on the journey
- ⊘ Challenges and addresses 'silo attitudes'; insisting on considering the wider business in decision making

Director and ExCo

- ⊘ Creates an inclusive organisational culture; open to challenge, welcoming differing perspectives
- ⊘ Communicates and shares success with the wider business
- ⊘ Maximises opportunities to engage with others to help achieve shared goals

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

- ⊘ Delegates work clearly and effectively, pre-empting workload and development of others in project planning
- ⊘ Motivates the team towards shared goals
- ⊘ Facilitates the development of their team
- ⊘ Coaches their team to high performance, empowering them to find their own solution
- ⊘ Ensures the team is clear on accountability and ownership from the outset
- ⊘ Ensures that team are focussed on goals and are proactive in flexing plans to ensure goals are delivered
- ⊘ Is accountable for their team and performance; owning the plan and ensuring its delivery

Director and ExCo

- ⊘ Visible as a leader, establishing a strong direction and vision
- ⊘ Is accountable for their business and performance; owning the plan and ensuring its delivery
- ⊘ Helps remove barriers to success
- ⊘ Communicates strategic decisions with transparency
- ⊘ Encourages their team to take a problem-solving approach; breaking down hierarchy and empowering people to fix things themselves

Agile

Is proactive and responsive in supporting an agile culture, demonstrating a learning mindset, respecting and collaborating with others with a focus on delivering value and adapting to change.

All Colleagues

- Balances shifting priorities, ensuring the delivery of both short-term and long-term priorities
- Proactive and flexible in responding to stakeholder needs
- Recognises, manages and improves throughout change

People Manager

- Ensures the team receive information at the right time
- Supports team in balancing work priorities appropriately
- Engages opinion from the team and makes quick but informed decisions
- Ensures team are motivated and supported through pressure and change
- Supports team in drawing on resources across the business efficiently to ferment agility

Director and ExCo

- Provides strategic rationale for change
- Role models that being agile doesn't have to mean doing more
- Has clarity of vision and purpose, but shows flexibility to be responsive to demands
- Sets reasonable limits to change and manages the impact to workplan; listening for trade offs and helping teams to reprioritise
- Nurtures an environment that normalise change
- Promotes collaboration as a mechanism for enhancing agility

Commercial

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
- ⊘ Has a members first ethos

People Manager

- ⊘ Manages budget effectively
- ⊘ Pursues commercial opportunities to generate revenue or reduce costs
- ⊘ Adjusts plans to align to the CBI strategy
- ⊘ Leads with a members first ethos
- ⊘ Ensures their team understands how they can contribute to the CBI strategy

Director and ExCo

- ⊘ Runs a tight ship; ensuring tight commercial controls of finance, resources and contracts
- ⊘ Has an appreciation and understanding of spending priorities across the business
- ⊘ Takes a balanced view of wider impact, including commercial impact when making changes
- ⊘ Develops commercial focused strategy which delivers improvement in output, quality and cost

Innovative

Is bold in their thinking and has the energy and tenacity to drive change and improvement and learn from their mistakes; 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'
- ⊘ Is a 'magpie'; exploring, sharing and integrating good practice into their own work
- ⊘ Learns from mistakes

People Manager

- ⊘ Encourages and values new ideas
- ⊘ Provides team with risk free space to be creative
- ⊘ Accept all innovations aren't successful; but ensures lessons are drawn when things don't go well
- ⊘ Consistently thinks about approaches with the view to improve
- ⊘ Strives to continuously improve their own and their team's performance with reviews built into all work

Director and ExCo

- ⊘ Creates a culture where creativity is rewarded and supported
- ⊘ Enables and encourages their team to be bold
- ⊘ Leads a culture which supports failing well and learning from it; accountable for ensuring all projects have lessons learned and review built in from the outset
- ⊘ Ensures that opportunities for business development are acted on
- ⊘ Champions, obtains and provides resources to enable implementation

Analytical

Evidence driven; gathering information, analysing, problem- solving, and making informed decisions.

All Colleagues

- ⊘ Always use evidence to make decisions and support arguments
- ⊘ Ensures data is accessible and up to date by checking with appropriate experts
- ⊘ 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
- ⊘ Uses data to challenge; championing facts over assertion and group think
- ⊘ Ensures team output can be measured and supports the team to create appropriate metrics
- ⊘ Ensures team is equipped with skills necessary to use data and engage data experts appropriately

Director and ExCo

- ⊘ Acts mindfully to identify and mitigate risk to strategy
- ⊘ Uses regular analysis to build strategy, plan and deliver
- ⊘ Ensures there are metrics and KPI in all projects, demonstrating the link to the organisational strategy
- ⊘ Encourages and consults on the use of data and analysis

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

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; an
- ⊘ **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.

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.