



Leadership Behaviours and Skills Framework

February 2024



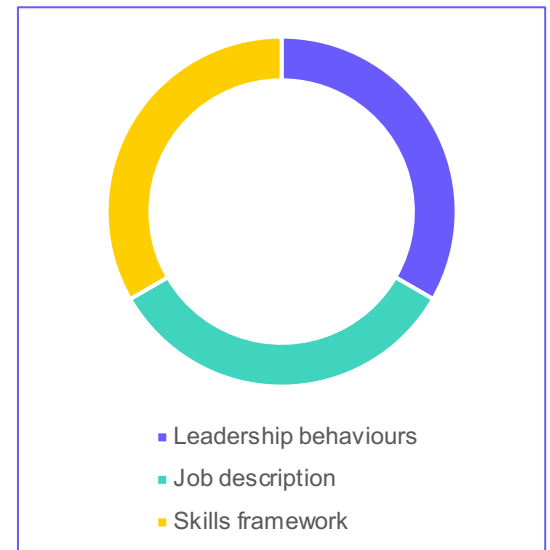
Leadership behaviours, skills and your job description

Our people are the key to delivering our mission and strategy. Our ambition is to create a culture where you feel you have space to develop and lead, and others do too.

High performance is about having the right combination of skills, behaviours and knowledge and experience.

- The CBI **leadership behaviours** describe the way we expect colleagues to act and behave in their interactions with colleagues, customers and stakeholders. Having a collective set of leadership behaviours will help you – and everyone else – forge networks, develop relationships and build trust. Consistently demonstrating the leadership behaviours is a key responsibility for everyone at the CBI.
- The **skills framework** describes the skills that are essential for effective performance at the CBI and set out the levels required for each role. The skills in the framework are central to high performance and career progression, and alongside the leadership behaviours, they support us to deliver our CBI strategy. Skills are an important contributor to how we perform in our roles, but they are not the only factor.
- Your **job description** contains the details of the role you have been employed to deliver at the CBI.

It's important to refer to the CBI leadership behaviours, skills framework and job descriptions together, as part of your development and performance. These are all embedded into our HR and people processes (including the VIP process) and is assessed and measured as part of our VIP process.



CBI Values and our leadership behaviours



Integrity

We lead honestly, holding ourselves and others accountable to our values, ensuring we are open, consistent and thoughtful in everything we do.

- ★ I am accountable and responsible for my behaviours and actions.
- ★ I take ownership when I see something that needs doing.
- ★ I provide feedback when I see behaviours that do not align to our values and culture.



Respect

We behave inclusively, embracing diversity of all kinds, creating a fair and supportive environment, treating each other with kindness and empathy.

- ★ I support and promote equity, diversity and inclusion through my words, actions and ways of working.
- ★ I listen to others and understand the value of different perspectives.
- ★ I take care of my own wellbeing and that of my colleagues, members and stakeholders.



Brilliance

We deliver collaboratively, bringing together the brightest minds, continually learning and seeking ways to create impactful solutions we are proud to share.

- ★ I think beyond myself, empower others to lead, build teams and celebrate success.
- ★ I focus on solutions and collaborate with colleagues and others outside the CBI to reach our goals.
- ★ I seek out fresh thinking and new ideas and encourage others to do the same.



Courage

We challenge confidently, building a trusted environment, daring to do things differently, and empowering people to speak up and create the change they want to see.

- ★ Through my personal leadership, I make myself and the CBI better today than it was yesterday.
- ★ I challenge myself and others to be bold and think creatively about how to solve problems.
- ★ I empower others to lead and positively challenge the status quo.

Leadership behaviours

Consistently demonstrating the leadership behaviours will help you to reach your potential

Our leadership behaviours will help you to make a difference at the CBI. They set out the qualities and characteristics of leaders at the CBI, the behaviours that will help you deliver our strategy. These behaviours should help you think about your role as a leader. And they apply wherever you are in the CBI, whatever level you're at, and whether you've been here for a few weeks or several years.

So, think about how you can apply them in your daily work. Use them to:

- Help you grow personally and professionally, to develop and learn, and to guide you in how you treat other people.
- Support your leadership journey, identifying your strengths and areas where you need to grow
- Get feedback on your behaviour and give feedback to others
- Stretch yourself. Focus on the hard stuff on this list, not the easy stuff. If some of these behaviours make you feel uncomfortable, then that's a good thing!

And for those of you in management roles, you'll also use the leadership behaviours to:

- Help with recruitment and progression, whether this is internal or external
- Manage progression, performance, and reward, recognising staff not only for what they do, but also how they do it.

You can see more information about how you can put the leadership behaviours into action, in the Appendix.

CBI Skills Framework

Planning & organisation

The ability to plan and organise work in the most efficient and effective way possible, flexing to re-prioritise where necessary, getting things done on time and to the required standard

Research & using information

The ability to source relevant data or information and take sense and meaning from it to inform work and business decisions

Managing & leading others

The ability to manage and lead others collaboratively, inclusively and inspirationally to create a high-performance culture within the CBI

A circular diagram with a multi-colored ring (purple, blue, cyan, green, yellow) surrounding the text 'CBI SKILLS FRAMEWORK'. The ring has a gear-like or scalloped edge. The text 'CBI SKILLS FRAMEWORK' is centered in the white circle. The background features faint, light-colored lines radiating from the center.

CBI
SKILLS
FRAMEWORK

Interpersonal

The ability to interact with others positively and constructively to support completion of work

Communication

The ability to effectively tailor messages for the purpose and audience and use the best tools available to communicate them

Strategic & business thinking

The appreciation and understanding of business and the wider environment businesses operate in; using this as context to think conceptually and resourcefully to plan for achieving objectives.

Skills framework

Our skills framework describes the skills that are essential for effective performance at the CBI.

As individuals, the skills are central to high performance and career progression, and as a business, alongside the leadership behaviours, they support us to deliver our CBI strategy. Skills are an important contributor to how we perform in our roles, but they are not the only factor - our CBI leadership behaviours and role specific experience and knowledge are also important.

The framework is embedded into our HR and people processes, to provide transparency and to clarify the level of skill required in each role.

What won't it do?

- For many roles, there will be job specific knowledge or technical skills that are also important. These are not covered in the skills framework, they are captured in the job descriptions of individual roles and should be discussed in conversations between staff and managers.
- The skills are not a checklist that entitles someone to automatic promotion. Skills are just one of the things that help to determine if someone is ready for progression.
- The skills framework is not a replacement for quality conversations between colleagues and line managers. The value of the framework comes from conversations colleagues have with their managers about where they see themselves in the framework for their current role, and how the framework can guide them on what's important for future roles.

Further information on the Skills Framework can be found on the HR iHub.

Skills framework

Skills are an important contributor to how we perform in our roles, but they are not the only factor - our CBI leadership behaviours and role specific experience and knowledge are also important.

How is the framework structured?

- The framework is organisational, meaning the six skills are not specific to any one area of the business, but important for all.
- This helps us to support and encourage transferability of skills, as well as upward progression if you wish to build up skill in one area of the business.
- The framework is embedded into our HR and people processes, to provide transparency and to clarify the level of skill required in each role.

Four levels of skill

- We acknowledge that different roles are required to demonstrate our skills at different degrees, and therefore each skill has been broken down to four cumulative levels.



- To help you identify the level of skill you are expected to demonstrate in your role, the framework has been aligned to our six pay bands. For each band, we have specified the minimum level we would expect each skill to be demonstrated at. For example, roles in Band 1 are expected to demonstrate Communication skills at Expert level.

Skills framework

Band Level	Role Family	Planning & Organising	Research & Using Information	Interpersonal	Strategic & Business Thinking	Communication	Managing & Leading Others
6	Developing Professional Admin & Support	D	D	D	D	D	N/A
5	Professional	P	P	P	D	P	N/A
4	Experienced professional	P	A	P	P	P	D
3	Management	A	A	A	A	A	P
2	Senior Leadership	E	E	A	E	E	A
1	Executive Leadership	E	E	E	E	E	E

D = Developing / P = Practicing / A = Advanced / E = Expert

N/A = Not applicable

Further information on the Skills Framework can be found on the HR iHub.

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Appendix



Leadership behaviours in action

You'll find examples of how to demonstrate these leadership behaviours. It's not a prescriptive or an exhaustive list – just some ideas to get you started thinking about how they could apply to your role.

Integrity



What does this look like in practice?

- I own failures and mistakes, making sure to offer solutions.
- I pick up issues when they fall through a gap in the team.
- I take decisions myself where I can, rather than pushing them upwards.
- I bring concerns to the room; I don't talk about them once you've left it.
- I am confident to stand up for myself and others, giving feedback when the CBI values are not upheld, or when I see negative behaviours.
- I set objectives so I can measure my performance, both for the work I will deliver and how I will live the CBI values and behaviours.
- I fulfil the expectations of my role, following policy and processes, and completing my mandatory learning and development.

Respect



What does this look like in practice?

- I'm an ally to others.
- I think about the impact I and my behaviour have on others
- I understand that we can disagree and still have an effective working relationship.
- I make every group I'm in a diverse one, to reduce the risk of group think.
- I recognise and challenge biases and microaggressions when I see them occurring.
- I actively listen, continually working to check any bias I may have.
- I ensure I support others and contribute to creating a secure working environment.
- I prioritise wellbeing and regularly check in with my team, monitor who may need help or support and proactively managing this.

Leadership behaviours in action

You'll find examples of how to demonstrate these leadership behaviours. It's not a prescriptive or an exhaustive list – just some ideas to get you started thinking about how they could apply to your role.

Brilliance



What does this look like in practice?

- I care about the impact of my work and its quality.
- I champion the work of my team beyond the boundaries of my department.
- I build internal and external networks to learn new ways of doing things.
- I make change into a new opportunity and encourage others to embrace new ways of working.
- I share new information or insights I've gained for the benefit of others.
- I try out new ideas and persist with them, thinking about what I can change if they don't work at first.
- I consider the wider organisation in everything I do.
- I ask members, colleagues, and other stakeholders for feedback regularly.

Courage



What does this look like in practice?

- I proactively invite challenge, take other's views and act on them.
- I challenge the way we've always done things, to make sure it's still relevant and a good use of CBI people's time.
- I speak up in meetings if I think something can, and should, be improved.
- I push back on work that adds little value or seems unnecessary.
- I lean into challenge, am responsive and not afraid to be bold in my thinking.
- I am not afraid to take on different roles or learn a new specialism.
- I stand by the courage of my convictions, advocating for my team, the CBI and our members.
- I have the courage to take a step back, empowering my team to lead and contribute their ideas.