

Authentic

- Behaves objectively and gives reasoned arguments;
- Acts in the interests of the consumer not provider;
- Questions constructively and challenges appropriately;
- Conducts robust analysis and formulates solutions based on evidence and facts;
- Takes responsibility for ensuring accuracy of information given or received;
- Presents information clearly, accurately and concisely;
- Systematic and methodical when managing own and others' work;
- Thinks ahead and anticipates changes;
- Responds flexibly to changing priorities;
- Assesses potential risks with a given course of action.

Strategic

- Demonstrates organisational awareness and understanding of how teams interrelate;
- Understands the role of the organisation, its mission and who the stakeholders are;
- Work is focused on the business plan;
- Recognises how own role impacts and links into organisational objectives;
- Identifies both internal and external issues that might impact the organisation;
- Effectively balances immediate and long term objectives and goals.

Open

- Expresses opinions and raises issues with confidence;
- Welcomes and gives constructive feedback;
- Acts with integrity, honesty and openness;
- Openly receptive to new ideas and suggestions;
- Accepts responsibility for, and learns from, mistakes;
- Communicates openly, clearly in a courteous and professional manner;
- Not afraid of giving bad news and saying no where necessary;
- Demonstrates active listening by asking questions and seeking confirmation;
- Actively shares information, knowledge and expertise;
- Supports colleagues and engages with others at all levels;
- Consults others for views and to seek assistance and support;
- Fosters effective relationships inside and outside the organisation.

Resilient

- Works well under pressure, focused on completing tasks;
- Adopts a 'can-do' approach;
- Determined to succeed, demonstrating persistence to achieve successful outcomes;
- Committed to continuously improve;
- Proactively identifies improvements to processes and services;
- Delivers consistent quality in difficult situations;
- Remains emotionally controlled when under pressure or in stressful situations;
- Confidently deals with challenges or obstacles;
- Anticipates issues and potential conflict.

Inclusive

- Shows an interest in others' work;
- Is approachable;
- Gives others the opportunity to be heard and express their view and opinions;
- Self aware and sensitive to the effects of own behaviour;
- Has consideration for a diverse audience and adapts style and content accordingly;
- Demonstrates empathy and understanding of others' opinions and views;