

BEHAVIOURS

**LET'S
TALK**



Our People, Our Values, Our Behaviours

Here at CGA we strongly believe in empowering, developing and engaging our people so that together we remain a successful and high performing organisation.

We recognise it is our people that make us great. Committed, high performing colleagues with a 'can-do' attitude enable us to achieve organisational goals, create an enjoyable working environment and give the best customer experience to our tenants.

Our Behaviour Framework has been developed to help us all understand the behaviours that each and everyone of us has to demonstrate. They are based upon our core values and support our corporate strategy and vision.

Our framework embraces individuality, and empowers colleagues to continue to be successful.

We are proud of our culture and together we can ensure we all behave in ways that strengthen the Gateway ethos and make us stand out from the crowd; now and in the future.

*The Executive
Leadership Team*



This behaviour shows a commitment to excellence, setting clear plans and delivering them. We openly share what is expected from colleagues and their teams to deliver strategic plans. We seek collaborative and partnership working and always deliver on promises in line with business aims.

Expected Behaviour

Contrary Behaviour

Everyone

- Gets the job done
- Keeps promises
- Makes things happen
- Collaborates with others
- Looks for alternatives to overcome barriers

- Over promises and under delivers
- Becomes flustered with daily tasks
- Focuses on problems, not solutions
- Is dismissive of others ideas
- Tends to use barriers as an excuse

A Manager

- Supports and equips the team to deliver
- Welcomes challenge to ensure that the right decision is reached
- Motivate the team to find the best outcome

- Doesn't decide on what action to take
- Operates in a silo by excluding colleagues/other teams
- Resists challenge

A Leader

- Leads by example - reflecting on and learning from successes and mistakes
- Sets the strategic agenda
- Works in partnership with their team to set goals

- Looks to deliver results, at all costs
- Focuses on aims that have little business return
- Fails to manage expectations
- Doesn't effectively deliver



We are open and honest

This behaviour shows a commitment to listening to and consulting with colleagues about what is important to the organisation; sharing knowledge, celebrating success and being transparent when things have not gone to plan.

Expected Behaviour

Contrary Behaviour

Everyone

- Is honest and acts with integrity
- Is realistic; explains what we are able and not able to do
- Is able to explain the reasons for their actions and decisions
- Is comfortable providing and receiving feedback
- Suggests “better ways of working”

- Is reluctant to share information
- Struggles to explain their actions
- Is unclear about expectations
- Can become defensive
- Doesn't want to deliver a difficult message
- Can be dishonest

A Manager

- Looks to bring out the best in others
- Acknowledges own mistakes and those of the team
- Takes action to celebrate success
- Responds appropriately when things haven't gone to plan

- Is uneasy when given or asked for feedback
- Tends to like working the way they always have
- Takes the same action, regardless of the outcome

A Leader

- Has courage to challenge the status quo
- Promotes and offers recognition
- Doesn't shy away from the difficult decisions and explains the reasons for change
- Is ambitious, sharing the vision with their team

- Doesn't celebrate success with ease
- Fails to share key information with the team
- Resists change
- Is not receptive to challenge



We put our diverse communities at the heart of all we do

This behaviour demonstrates that we understand and celebrate the advantages diverse teams bring to the organisation and seek every opportunity to be representative of our communities. We work closely with colleagues and partners to ensure all tenants and colleagues are supported and treated fairly and we deal with any inappropriate action or behaviour to resolve it quickly.

Expected Behaviour

Contrary Behaviour

Everyone

- Shows respect to everyone
- Takes action when people aren't being treated fairly
- Understands people's differing needs
- Champions the benefits of diversity
- Listens and encourages feedback

- Shows disregard for some colleagues or tenants
- Uses inappropriate language when liaising with others
- Ignores the unfair treatment of others

A Manager

- Empowers colleagues to take action when they have a concern
- Adapts their style to accommodate everyone
- Harnesses a diverse team to deliver
- Displays sensitively to manage differences within their team

- Doesn't support their team when they have a concern
- Relies on a one size fits all approach
- Is reluctant to resolve conflict or empower others to do so

A Leader

- Ensures all colleagues and service users feel included
- Uses data to deliver and adapt services to meet customer needs
- Creates partnerships and alliances with like minded organisations

- Is dismissive of the need for a diverse team
- Dismisses the need for colleague understanding
- Offers the same service, regardless of data or customer needs



We promote empowerment

This behaviour demonstrates our ethos of empowering our colleagues and tenants. Each colleague is supported to have an opinion and given the opportunity to influence how things are done; being truly listened to.

Expected Behaviour

Contrary Behaviour

Everyone

- Encourages tenants to find their own resolution
- Shows understanding of our approach
- Fosters partnership work to improve service
- Promotes Value for Money thinking
- Is a trusted colleague

- Passes problems onto others to solve
- Works to their own agenda
- Lacks understanding of CGA's approach
- Pays lip service to empowerment
- Makes decisions without considering the costs

A Manager

- Understands and responds to tenant needs
- Enables colleagues to be innovative
- Consults effectively with colleagues and customers
- Delegates appropriately, empowering others

- Lacks understanding of tenants needs
- Is rigid in their approach
- Uses their own perspective to make decisions
- Tries to complete all necessary tasks, without support from the team

A Leader

- Leads from the front empowering their teams
- Actively involves others in decision making
- Drives empowerment forward at pace
- Instigates opportunities for involvement

- Tends to tell people how things will be done
- Makes decisions in isolation
- Doesn't value others opinions



We passionately promote Gateway

This behaviour recognises the value of collaboration and a shared voice. We engage people with our Gateway model, demonstrating a key commitment to our framework and the support we offer our tenants. We promote the model at each opportunity.

Expected Behaviour

Contrary Behaviour

Everyone

- Goes the extra mile
- Acts as an ambassador for CGA
- Relates to our tenants and service users
- Seeks opportunities to promote CGA
- Has a sense of pride in making a difference

- Delivers what they need to do and no more
- Lacks a true understanding of why we do what we do
- Is unaware of our commitment to collaboration
- Delivers in their role without an understanding of why

A Manager

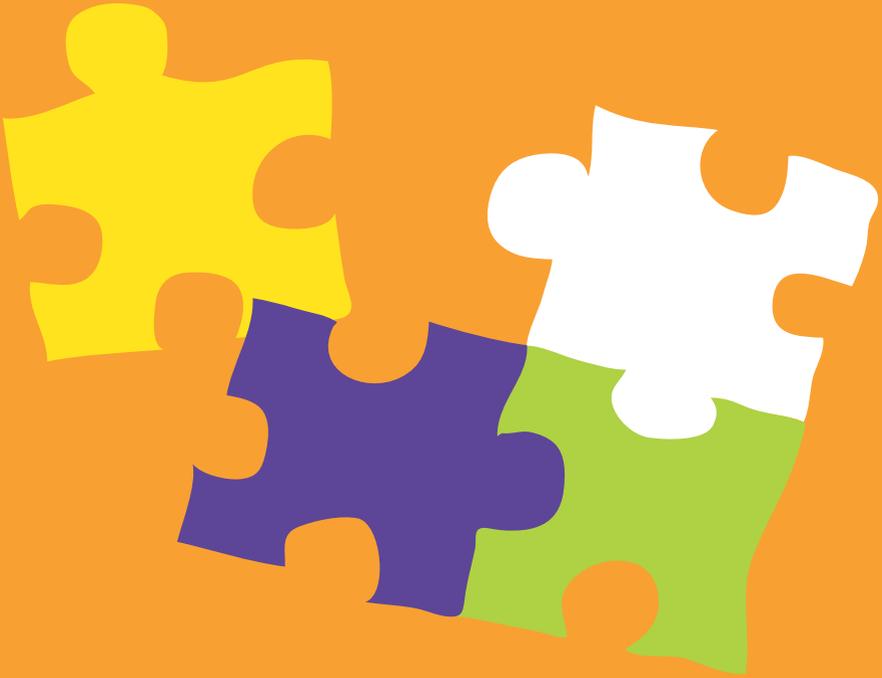
- Has a true understanding of our service and our communities
- Promotes colleague involvement within our communities
- Drives colleagues to understand customer needs
- Champions initiatives that support tenants and customers

- Accepts others rigid approach
- Has little interest in what others do
- Shies away from empowerment and community activities
- Goes through the motions with community activities

A Leader

- Analyses key data to ensure our approach is right
- Plans key activities to support our communities
- Empowers managers and colleagues to promote Gateway
- Promotes Gateway within the wider housing sector and beyond

- Disregards evidence when making decisions
- Tells others how things should be done
- Struggles committing to empowerment
- Lacks commitment to empowerment activities



We value and support all our people

This behaviour demonstrates colleagues are at the heart of the organisation and we are committed to identifying and developing talent. We advocate colleague development and openly celebrate our colleague's achievements. We trust employees to do their job.

Expected Behavior

Contrary Behaviour

Everyone

- Recognises the contribution of other teams
- Celebrates success
- Actively listens to others
- Is a team player
- Takes charge of their development

- Is negative about the contribution of other teams
- Is dismissive of success
- Doesn't listen to others ideas
- Focuses on their own success, not that of the team
- Doesn't see the need to develop themselves

A Manager

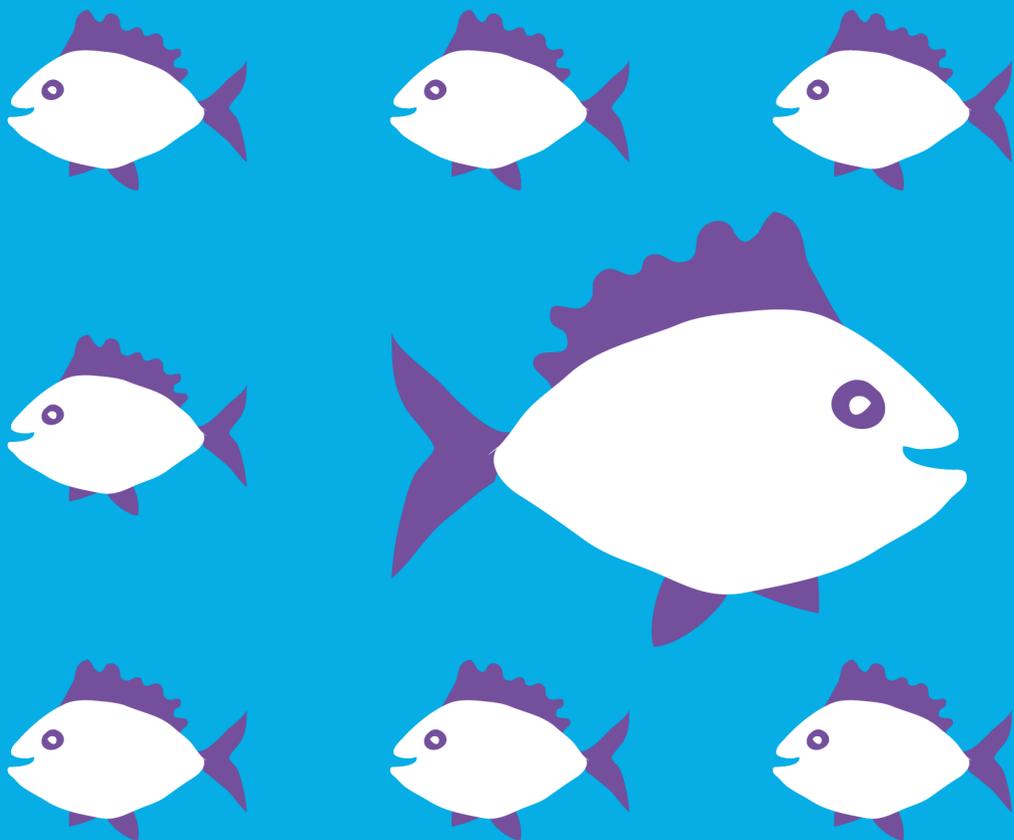
- Adapts their style to support others
- Trusts in their team to deliver
- Resolves conflict fairly
- Supports others to reach their full potential

- Has one approach for all colleagues and situations
- Lacks trusts in others
- Avoids resolving conflict, or resolves subjectively
- Is dismissive of others achievements

A Leader

- Champions internal talent
- Adopts a coaching or mentoring approach when appropriate
- Is a role model to others
- Is accessible and supportive to all colleagues
- Is a role model for self development

- Is unreasonable
- Is unable to flex their natural style to suit the situation
- Is threatened by others abilities or talent
- Is overly formal and hidden from the business



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