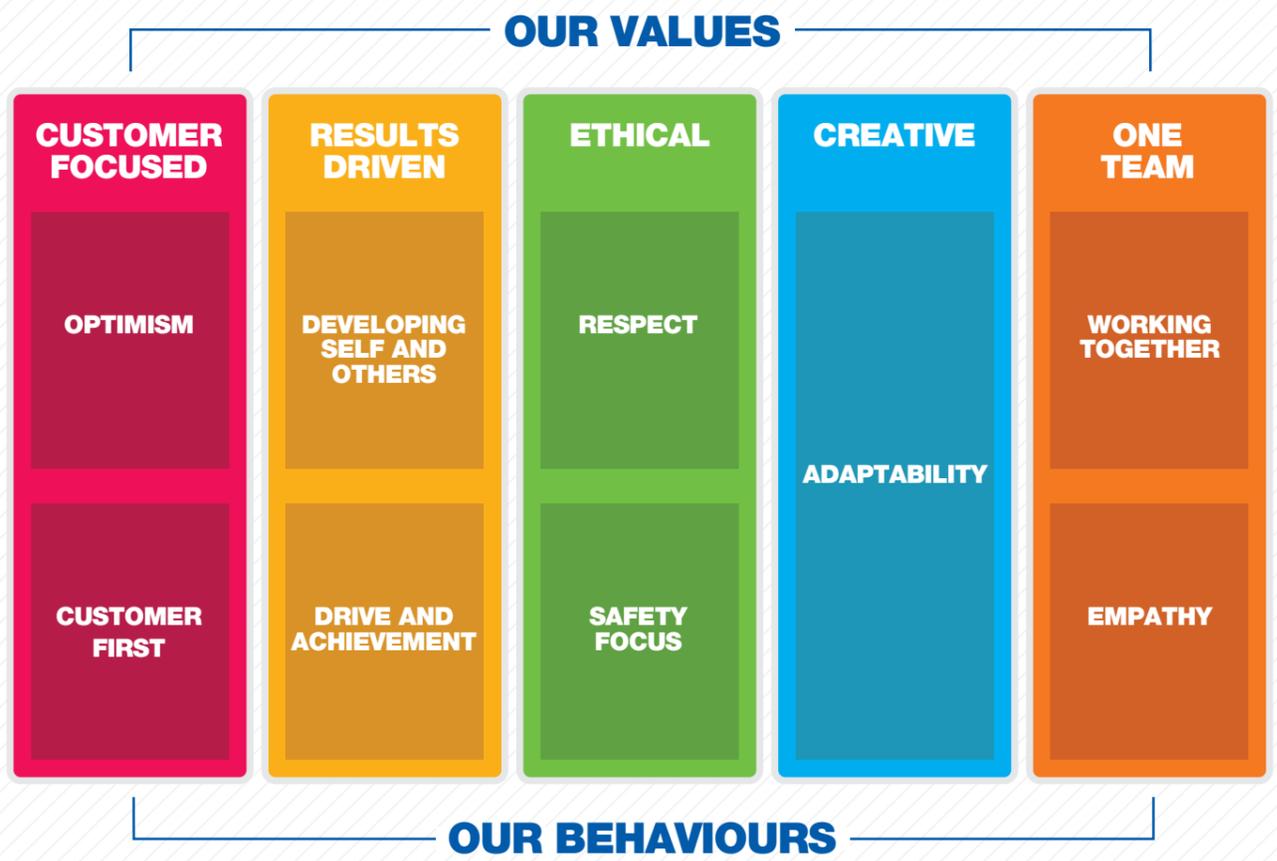
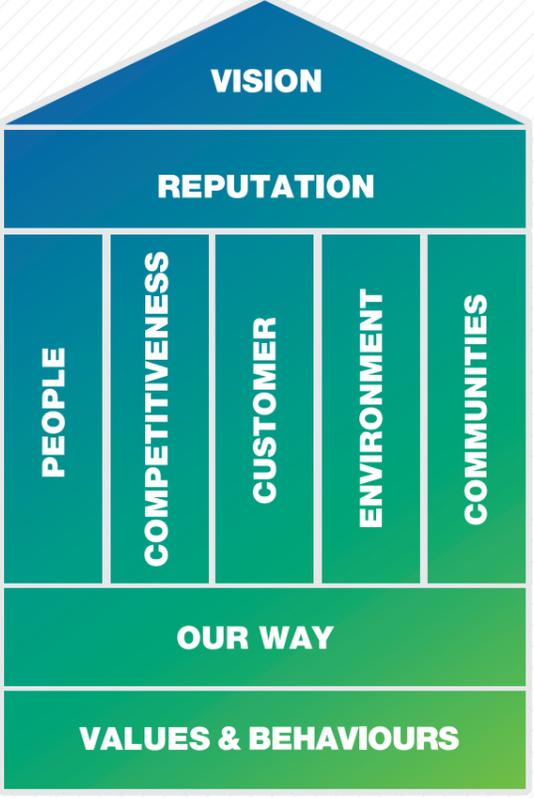


OUR BEHAVIOURS



OUR BEHAVIOURS

		FOR EVERYONE AT NWG		IN ADDITION IF YOU ARE A PEOPLE MANAGER	
BEHAVIOUR AND DESCRIPTOR		WHAT THIS MEANS IS THAT YOU...	WHAT THIS DOESN'T MEAN IS THAT YOU...	WHAT THIS MEANS IS THAT YOU...	WHAT THIS DOESN'T MEAN IS THAT YOU...
CUSTOMER FOCUSED	OPTIMISM <i>We approach our work with a positive, can do attitude</i>	<ul style="list-style-type: none"> Are polite, courteous and professional to anyone you come into contact with during the course of your work Remain patient, calm and levelheaded under pressure without losing control Focus on what can be done, searching for solutions and answers to issues and challenges Are resilient, bounce back from setbacks and learn from mistakes 	<ul style="list-style-type: none"> Are rude or inconsiderate to people Put barriers in place, focusing on what you are not able to do, rather than what you can control and influence Panic and get flustered in a pressurised situation 	<ul style="list-style-type: none"> Influence your people on the possibilities of what can be achieved Sense opportunities, looking at the bigger picture at NWG Lift people's spirits in times of challenge and change Exercise self-control and emotional resilience when faced with challenging situations 	<ul style="list-style-type: none"> Demotivate your people by focussing on the negatives, rather than the possibilities Influence your people by taking a negative stance Don't back NWG's decision, once it's been agreed Identify problems but not solutions
	CUSTOMER FIRST <i>We treat our internal and external customers as we would expect to be treated and are empowered to deliver an unrivalled customer experience</i>	<ul style="list-style-type: none"> Take a proactive approach and always do what you say you will Confirm next steps, provide updates and follow up as appropriate Understand that customers are individuals, are sensitive to their needs and check their understanding Are straightforward and clear in your communication Take ownership and responsibility for delivering an unrivalled customer experience 	<ul style="list-style-type: none"> Don't follow through on promises Leave the customer unclear about the next steps Don't pay attention to the customer's needs Focus on the process rather than resolving the customer's query Make excuses rather than accepting responsibility 	<ul style="list-style-type: none"> Keep your people informed on what matters to customers Support and empower your people to deliver the best possible service Encourage your people to own and resolve issues and share lessons learnt Take ownership of, and identify opportunities, to deliver an unrivalled customer experience 	<ul style="list-style-type: none"> Do not talk to your people about the impact of their actions on our customers or other teams Delay dealing with a concern promptly when escalated to you
RESULTS DRIVEN	DEVELOPING SELF AND OTHERS <i>We live the Company values, continuously learn and take responsibility for developing ourselves and others</i>	<ul style="list-style-type: none"> Actively look for opportunities to develop your own skills and knowledge Develop ideas to improve your job and discuss these with your manager Proactively seek feedback and give others feedback to help with their development Can challenge in a confident and constructive way 	<ul style="list-style-type: none"> Are unwilling to recognise that you are continuously learning in your role Do not look for ways in which you can do your job more effectively Do not respond positively to challenge and feedback 	<ul style="list-style-type: none"> Set challenging personal and professional goals for yourself Recognise how your feelings and emotions impact on your behaviour and other people Support, give praise and celebrate success with your people Influence others so they understand what development means to them and support them to reach their potential Set high standards for your people, motivate and empower them to achieve their goals 	<ul style="list-style-type: none"> Ignore opportunities to develop yours and your teams' skills Remain within your comfort zone, not allowing for stretch Solely focus on your own development, without looking at the bigger picture Demotivate your people by complaining and fault finding Avoid managing under performance or having difficult conversations
	DRIVE AND ACHIEVEMENT <i>Through our passion and energy, we are focussed and committed to achieve our goals and to making a difference, living our values and behaviours.</i>	<ul style="list-style-type: none"> Maintain self-discipline and focus on activities that will deliver positive results Organise your time well and prioritise work to meet goals and targets Take ownership and responsibility for your own work and actions Are prepared to constructively challenge and be challenged Take responsibility to make decisions quickly when it is appropriate to do so, involving the right people Are prepared to go the extra mile 	<ul style="list-style-type: none"> Get easily distracted and lose concentration on the task in hand Focus on activities that do not align with the business/ team/ your individual targets Blame others and don't take ownership if work is not completed Lack initiative and wait to be prompted, when you know what needs to be done next Only complete the bare minimum, never striving to go above and beyond 	<ul style="list-style-type: none"> Provide clear direction and positively manage the performance of your people to deliver outcomes aligned to the Company vision Set SMART goals, targets and priorities for your people Flex your resources quickly to meet changes in demand Hold regular one to one and team meetings Empower your people to take ownership and accountability for their own results and to make decisions Challenge business decisions you think are wrong or inappropriate 	<ul style="list-style-type: none"> Stick rigidly to a plan, even when priorities change Organise things to make life easier for you and your team Don't delegate effectively or you leave people unclear about who is doing what Distance yourself from your people in pursuit of your own goals Don't monitor the performance of your team or hold people accountable Have a command and control approach
ETHICAL	RESPECT <i>We value and respect that people are different and we respect our company policies and ways of working</i>	<ul style="list-style-type: none"> Treat people fairly and with respect, listen to them or ask how they'd like to be treated Keep confidences and act with integrity Listen and value other people's views and opinions, even if they are different to yours Take pride in what you do and the quality of your work Constructively challenge any inappropriate behaviour 	<ul style="list-style-type: none"> Are inconsiderate of other people's thoughts and feelings Ignore other people because they don't agree with you Turn a blind eye to inappropriate behaviour Let bias influence decisions 	<ul style="list-style-type: none"> Value different skills and experience, and instil this in others Set a consistent example of inclusive behaviour Treat the whole team in a fair way Handle personal problems with empathy and compassion 	<ul style="list-style-type: none"> Treat team members inconsistently or have favourites Handle personal problems insensitively Don't deal quickly with inappropriate behaviour
	SAFETY FOCUS <i>Acting in a safe manner is part of what we think, feel, say and do</i>	<ul style="list-style-type: none"> Consider the impact of your actions and decisions in relation to the safety, health and wellbeing of our employees, contractors and customers Are constantly alert to what could go wrong and make suggestions where you can see a need for improvement Raise any issues to a manager as soon as you notice that something is unsafe or 'doesn't feel right' 	<ul style="list-style-type: none"> Cut corners to get the job done more quickly Continue to do something, even if it doesn't feel like the right thing to do Deliberately ignore any issues which might affect the safety, health and wellbeing of our employees, contractors or customers 	<ul style="list-style-type: none"> Set clear expectations and lead by example, incorporating safety, health and wellbeing into everything you do Constantly encourage and praise good safety behaviours Act immediately when you observe unsafe behaviour Include safety in your everyday conversations and regularly share examples of good practice and learning 	<ul style="list-style-type: none"> Ignore issues that have been raised or you have seen Don't inform the relevant people who need to know about any risks or breaches to health and safety Treat people unfavourably when they highlight unethical behaviours or activities Only ever talk about operational requirements when under pressure Use negative enforcement as the only way of communicating safety
CREATIVE	ADAPTABLE <i>We are open to new ideas and ways of working and can adapt to changing circumstances to support our customers, teams and company</i>	<ul style="list-style-type: none"> Consider different points of view and ideas Are curious and keen to look for ways we can continuously improve, however small Constructively challenge how things are done if you think it can improve the way we do things Understand and accept continuous change, giving new things a try Adapt easily to changing circumstances and support others 	<ul style="list-style-type: none"> Are negative about new ideas and unwilling to try Do the basics but do not add any new suggestions or ideas Are set in your ways and reluctant to try new ways of working Are not willing to support the wider Company goals, for example 'that's not my job' Continually dwell on things from the past, when others have moved on 	<ul style="list-style-type: none"> Influence others in the team and Company to secure buy-in to ideas Encourage all of your people to put ideas forward and continuously improve Make sure good ideas are acted upon Communicate change and decisions positively to your people, being clear about the rationale behind a decision Make sure your team understand the benefits of changes 	<ul style="list-style-type: none"> Show limited interest in making improvements Focus only on your idea and dismiss ideas of others Criticise change in the business Always stick to what has worked before Don't listen or consider challenges, questions and alternative proposals
ONE TEAM	WORKING TOGETHER <i>We gain the support and commitment of others and value working with others to achieve our goals</i>	<ul style="list-style-type: none"> Share your knowledge and information with others to achieve team and Company goals Involve the right people to make sure you can do the best job Give, ask for and accept positive and constructive feedback Ask for help when you need it and you offer your help to colleagues Are mindful of the impact your work has on others in your team and the wider business 	<ul style="list-style-type: none"> Cause problems for others by going it alone or not asking for help Keep valuable information and knowledge from others which hinders a process or idea Focus on your own goals or agenda without looking at the Company picture or considering the impact on others around you 	<ul style="list-style-type: none"> Are proactive in seeking feedback on your own and your team's performance and act on it Work with your own team and other teams to get things done Ensure your people have the right resources and provide support Share information so that others are empowered to take the initiative and make decisions 	<ul style="list-style-type: none"> Initiate tasks/ targets without the involvement or discussion with your people Only focus on the goals of your team without looking at the bigger picture Are unwilling to support others as it takes time away from you achieving your targets
	EMPATHY <i>We genuinely care about our customers and colleagues and listen to their needs</i>	<ul style="list-style-type: none"> Listen to colleagues and customers and check understanding Take into account other people's feelings and circumstances before communicating your message Build an effective rapport with people – adapting your style and approach as appropriate Understand how your behaviour impacts on others Are open and honest 	<ul style="list-style-type: none"> Focus on the conversation and therefore don't hear what the person wants Interrupt the conversation and talk over others Don't explain yourself clearly 	<ul style="list-style-type: none"> Take time to get to know your team and others you work with as individuals and understand what drives them Know and utilise each of your team members' strengths, and recognise where there are development areas Understand and are aware of the impact of your non-verbal communication (body language) on others Coach your team to come up with solutions and develop in their role 	<ul style="list-style-type: none"> Don't recognise the differences between your team members Don't make time for your team or deal with their concerns promptly Don't connect appropriately with each member of your team