

# BRITISH COUNCIL BEHAVIOURS



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# CREATING SHARED PURPOSE

I gain the active support of other people so they are fully engaged and motivated to contribute effectively. I do this by communicating our purpose in a way that others can understand and that achieves shared clarity. I help them understand the part they play, so that our aims are clear to all.

Essential	More demanding	Most demanding
Communicating an engaging picture of how we can work together	Creating energy and clarity so that people want to work purposefully together	Inspiring others to want to take a specific role as part of a shared purpose
Do I create clear, focused messages?	Do I use a variety of ways to check the understanding of others and build engagement?	Do I regularly link others' efforts to a long-term goal?
Do I back up my examples with facts?	Do I adapt what I say for different individuals, groups and cultures?	Do I use my understanding of others' concerns and values to inspire them?
Do I use culturally relevant stories and examples to help others understand our current situation and purpose?	Do I act creatively to inspire others to ensure they focus their efforts appropriately?	Do I engage the passion and commitment of others towards a shared purpose, rather than only focusing on getting the job done?
Do I ensure others know what to do and how they can contribute?	Do I link my team's vision to the British Council's vision?	Do I make complex ideas clear and understandable?

## What it is not

Failing to communicate with others	Using jargon
Failing to explain key messages	Not considering their impact on others
Not checking whether others have understood the messages	Hiding important information from others
Relying on logic alone to persuade	

# CONNECTING WITH OTHERS

I find common ground and build relationships and connections to support British Council goals. I do this by building trust with others, by paying attention to their concerns and needs, and showing that I understand their interests. I achieve understanding and trust in a culturally sensitive way – whatever my role.

Essential	More demanding	Most demanding
Making regular opportunities to understand others better	Actively appreciating the needs and concerns of myself and others	Building trust and understanding with people who have very different views
Do I make myself approachable to others?	Do I apply my understanding of the underlying feelings, emotions and concerns of others?	Do I share my own thoughts and concerns where appropriate to build trust?
Do I take steps to learn about other people, cultures and organisations?	Do I adjust my behaviour to respond to how other people think and behave in different cultures or environments?	Do I use my understanding of individuals and situations to build stronger relationships with people who have very different views?
Do I apply my learning about how things are achieved in different cultures or environments?	Do I act openly and honestly with others in order to build greater understanding and empathy?	Do I develop international contacts for business development?
Do I interact with others openly and honestly?	Do I create mutual understanding by exploring different ways of seeing and doing things?	Do I build relationships – both internally and externally – that promote trust and cause others to turn to me for advice?
Do I make connections between the aims of different people or organisations?	Do I use my understanding of team dynamics to harmonise working and enhance results?	Do I engage positively with politics and informal relationships within and beyond the British Council?
Do I listen to others' points of view?	Do I integrate people of different backgrounds into teams in order to achieve business objectives?	Do I diffuse potential problems arising from cultural conflict or misunderstanding?

## What it is not

Ignoring other peoples' feelings or opinions	Not thinking about other people's needs
Seeing different views as threatening or not important	Stereotyping groups
Failing to understand other people's emotions	

# WORKING TOGETHER

Knowing that we will achieve more with other people than we can do separately, by sharing goals and resources to add more value,

I work towards common goals with others. I do this by agreeing effective and respectful ways of sharing success. I generate mutual support, shared benefits and promote interdependence.

Essential	More demanding	Most demanding
Establishing a genuinely common goal with others	Ensuring that others benefit as well as me	Creating a shared purpose with others who have very different aims
Do I readily seek others to work with when it is right to do so?	Do I ask for feedback from others and check they are getting what they want as well as me?	Do I maintain long-term partnerships with others?
Do I establish clarity about what we want to achieve together and what our respective roles are?	Do I agree expectations and work with others to deliver benefits for everyone?	Do I constantly reinforce the opportunities and benefits of collaborative working?
Do I establish effective ways of working together?	Do I make changes or exchange resources to create mutual benefits?	Do I carefully consider situations and commit resources where I can see that others require my support?
Do I willingly support others who are dealing with difficulties or problems in their work?	Do I share praise with others?	Do I create an environment where different groups share a purpose and resources for mutual benefit?
Do I actively seek out others' ideas?	Do I share responsibility when there are problems?	Do I ensure people develop themselves and continue to work effectively with others at the same time?
Do I seek out and use creatively what people of different backgrounds have to offer?	Do I help others to work together more effectively?	
Do I share leadership or other roles as appropriate?	Do I work with clients to come up with solutions and gain their support?	

## What it is not

Working alone when it is better to work together	Focusing on my own concerns
Not acting to help others	Being stubborn
Ignoring other people's needs	Being selfish with resources

# BEING ACCOUNTABLE

I show accountability and commitment to the British Council and I demonstrate resilience and determination. I hold myself and others responsible for delivering goals in line with the shared purpose of the British Council. I give and accept constructive feedback to maximise high performance and manage under-performance.

Essential	More demanding	Most demanding
Delivering my best work in order to meet my commitments	Putting the needs of the team or British Council ahead of my own	Showing real dedication to the long-term mission of the British Council or the team
Do I focus my time on the activities that will deliver benefits for the British Council?	Do I do more than what is required of me if it will have a positive impact on others or on outcomes?	Do I systematically identify and robustly tackle under-performance?
Do I always meet my commitments and take personal responsibility for the results?	Do I put extra energy into dealing with obstacles or setbacks?	Do I have difficult discussions about my own and others' behaviour in order to create greater responsibility and commitment?
Do I willingly give and receive helpful comments on work?	Do I stick to my promises, even when it is difficult to do so?	Do I remain positive even when I face significant difficulties or challenges?
Do I give praise and recognition when appropriate?	Do I give constructive feedback to others in a way they can understand and accept?	Do I provide a role-model of accountability, determination and commitment to the British Council?
Do I know my own strengths and weaknesses?	Do I control my emotions to minimise negative impact?	
Do I remain determined when faced with obstacles or setbacks?	Do I seek and act on feedback about my own behaviour?	
	Do I seek support when dealing with difficult or emotional situations?	
	Do I adapt easily to different cultural settings?	
	Do I hold others accountable for delivering what they have agreed to do?	

## What it is not

Being committed but not delivering	Avoiding difficult situations or conversations
Letting myself or others get away with under-performance	Focusing on 'why we can't', rather than 'how we can'
Giving up	Focusing on personal agendas at the expense of the British Council's aims

# MAKING IT HAPPEN

I deliver excellent results, achieve challenging goals and develop myself and others. I do this by setting clear and demanding objectives to deliver what is required. I stay focused on measurable outcomes, while building longer-term capability. I demonstrate standards of excellence and deliver value for money. I measure progress and adapt plans when necessary.

Essential	More demanding	Most demanding
Delivering clear results for the British Council	Challenging myself and others to deliver and measure better results	Achieving stretching results when faced by change, uncertainty or major obstacles
Do I take action promptly when necessary?	Do I regularly review results and look for ways of raising levels of achievement for myself and others?	Do I have a track record of delivering challenging results in a way that makes others feel they share in success?
Do I consistently meet my objectives?	Do I exceed challenging objectives?	Do I continue to push for successful outcomes even in difficult situations?
Do I develop my own knowledge, expertise and learning?	Do I identify barriers to success and tackle them before they become an issue?	Do others see me as representing a standard of excellence in what I do and how I achieve it?
Do I actively support the learning and development of others?	Do I commit resources to support the learning and development of others?	Do I deliver outstanding results while at the same time encouraging a culture of learning by developing myself and others for business benefit?
Do I set myself and others clear goals and high standards?	Do I look for new responsibilities and assignments in order to develop?	
Do I willingly take on challenges?	Do I take advantage of opportunities and mitigate risks?	

## What it is not

Failing to implement agreed actions	Not pursuing personal development activity
Being easily distracted and therefore not completing	Focusing on gathering information at the expense of taking action
Putting things off	Focusing on action but monitoring progress or results
Not being concerned by failure	Breaking regulations or even laws when implementing action

# SHAPING THE FUTURE

I achieve better business, innovation and growth by using my professionalism, knowledge and expertise to create a clear focus on what I want to achieve. I spot opportunities, plan appropriately and create innovative solutions that recognise ambiguity and deliver business benefit.

Essential	More demanding	Most demanding
Looking for ways in which we can do things better	Exploring ways in which we can add more value	Changing the nature of what we do and the benefits we gain by thinking and planning with creativity
Do I recognise and react to opportunities or issues so that we improve what we do?	Do I spend time researching better ways of working in order to create longer-term benefits?	Do I identify and create genuinely new solutions that may not be obvious?
Do I use my knowledge, skills and experience to create better ways of doing things?	Do I notice trends and innovations and plan to take practical advantage of the opportunities they present?	Do I create practical solutions that extend the scale or scope of the British Council's influence?
Do I make plans to achieve clear results?	Do I actively plan to build new solutions in order to deliver current objectives?	Do I make significant improvements in the way we do things by being innovative and avoiding ambiguity?
Do I demonstrate how I add value in what I do day by day?	Do I apply complex analysis and intuition to create new approaches?	Do I help others to stand back from day-to-day activities in order to review our direction and approach?
Do I ask why we do things in a certain way?	Do I combine analytical and conceptual thinking with commercial intent?	Do I use an understanding of the bigger picture to navigate ambiguity?
	Do I investigate beyond what is expected in my role to create new or more effective ways of delivering results?	
	Do I challenge wasteful activity?	

## What it is not

Discouraging new ideas	Innovation for the sake of it
Closing discussions down too quickly	Designing solutions that are impractical or do not create financial benefits