

## Essential areas

### 1. Team working

Having a commitment to working as a team and sharing responsibility, problems and successes. Making a full contribution to the team in order to achieve best possible outcomes.

### 2. Communication and interpersonal skills

Having a commitment to communicate in a positive, clear and transparent way and being generous in the sharing of information to anyone who may benefit. Having a commitment to listen to and understand others' communications. Having sensitivity to the attitudes and feelings of others.

### 3. Personal drive and effectiveness

Having a positive, can-do attitude and being willing to explore new approaches, tackle problems and make use of all the help and resources available to achieve objectives. Taking personal responsibility for accountabilities, behaviours, communications and decisions.

### 4. Achieving results with added value

Having a desire to add increased value to any work undertaken by seeking to deliver more than the base line requirement.

### 5. Continual learning

Having a commitment to keep on learning and improving skills and expertise.

### 6 Customer focus

Having a concern for customers that is expressed in a consistently helpful and friendly approach with appreciation of the customer's point of view. Having a willingness to gather and act upon customer feedback as a way of improving the service provided.

### 7. Professional and ethical behaviour

Having the professional expertise and experience to work effectively. Displaying integrity in relationships, decision-making and day to day work which are above reproach.

*Continued...*

# Additional areas

## 8. Analytical and/or creative thinking

Understanding where your strengths are in terms of a systematic and analytical approach and/or an intuitive and creative approach. Contributing with your strength of perspective and seeking and valuing the different perspectives of others. Using this approach to develop convincing, innovative and viable action plans and solutions.

## 9. Strategic thinking

Having the capacity to create an achievable vision for the future, to foresee longer-term developments, to envisage options and consequences, to select sound courses of action, to rise above the day-to-day detail and to challenge the status quo where appropriate.

## 10. People management and leadership

Having a commitment to motivating and enabling others towards achieving Care for the Family's objectives through supporting, encouraging and equipping. Also through role modelling a collaborative and team-oriented approach, building reciprocal trust and earning the respect of others.

## 11. Business and sector understanding

Having an awareness of financial issues and accountabilities to supporters and customers and of the need for cost/benefit assessments when considering new ventures. Having understanding of issues specifically relevant to the Third Sector such as Charity Law, charitable fundraising and appropriate use of funds, regulatory role of Charity Commission, National Occupational Standards etc.

## 12. Birkman method - understanding and application

The following are expectations specific to the Birkman Method within Care for the Family. All staff are expected to become proficient in making practical use of Birkman data, for:

### a) All staff

Managing yourself and for working more effectively with others.

### b) All those with management responsibility

Managing yourself and for working more effectively with others

Managing the performance of others

Understanding and improving team dynamics

### c) Senior Managers

Managing yourself and for working more effectively with others

Managing the performance of others

Understanding and improving team dynamics and recognising how it can aid organisational development

*Birkman data, and training in how to use it, will be made available to managers for their teams.*