

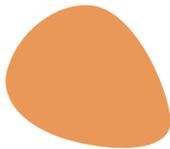
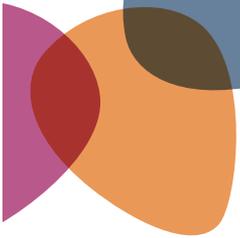
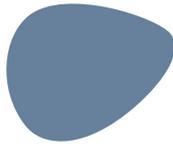
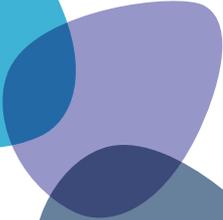
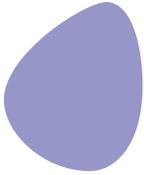


My Ways of Working



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Introduction

FSCS's mission is to provide a trusted compensation service for customers which raises public confidence in the financial services industry.

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We can only achieve this with the collaboration of all our employees. We take your personal contribution to our success very seriously. Our values of accountability, challenge and collaboration define our ways of working.

My Ways of Working sets out the behaviours that you must have, or must develop, in order to achieve high performance. Our approach to Performance Achievement is built around three guiding principles:

My development – how do I grow? - Your personal development priorities based on your own OPQ development planner.

My metrics – what is my impact? - Data driven performance measures that are specific to your team and how your team is contributing to the success of FSCS strategic objectives. Metrics that define what high performance looks like at FSCS.

My priorities – what am I delivering? – Your key personal priorities: what you are currently delivering; your current focus; what you are discussing with your line manager; what you are trying to achieve; your intended outcomes not simply your outputs.

Everyone has development priorities linked directly to *My Ways of Working*. They are the expected outcomes of your efforts and the manner in which they should be carried out – it is not just what you do, it's the way that you do it!

There are 10 behaviours in *My Ways of Working* and underneath each is a general description, followed by examples of what this will help you to achieve and its positive behavioural strengths. This list is not exhaustive but is designed to give you a flavour of the distinctive approach that we encourage in all employees.

We want to provide you with the opportunity to identify and plan your own development. We hope it helps you to make the most of your existing skills; as well as develop new ones and achieve the best possible outcomes for our many customers in the process.



Is accountable for actions, projects and/or people; acts confidently and shows willingness to constructively challenge colleagues and the way things are done; takes a proactive approach and uses initiative to generate the right outcomes; is comfortable making decisions which may involve risk.

This will help me to;

- ✓ Demonstrate accountability and ownership
- ✓ Demonstrate the confidence to challenge others and the way things are done
- ✓ Take initiative and be proactive

Positive behavioural strengths;

- ✓ Able to quickly make decisions and reach conclusions quickly, less risk averse
- ✓ Likes to be in charge, takes the lead, instructs others, takes control
- ✓ Ambitious and career focussed, likes to work to demanding goals and targets
- ✓ Freely expresses opinions, makes disagreement clear, prepared to challenge others

LEVEL 1:

Take responsibility for own actions

Take responsibility for completing your own agreed actions and tasks

Be open and honest about your mistakes and when problems arise (e.g. raise issues with stakeholders or your manager in a timely manner)

Find ways to overcome difficulties

Ask for guidance and direction when required

Be realistic about your workload and let your manager know when you have too much on

Make decisions according to your authority in order to progress your own work

Take action to complete the tasks you are working on

Work comfortably with minimal direct supervision

LEVEL 2:

Demonstrate a proactive approach; challenge and put forward own ideas

Take complete responsibility for your own projects and accountabilities

Take accountability when things do not go according to plan (e.g. quickly admit to mistakes but also suggest how you can rectify them)

Show a 'can-do attitude' by positively accepting new responsibilities and showing confidence in delivering them

Challenge others in an appropriate and constructive way to improve service for customers

Put forward ideas to help improve how we serve our customers

Recognise when a decision needs to be made by you and make the decision, even with limited information

Identify and quickly act upon urgent decisions which may involve minor risks within your work area

Handle problems and overcome obstacles with minimal guidance within your immediate area of responsibility

Identify tasks that need to be done and take action to complete them

LEVEL 3:

Take difficult decisions and make things happen

Take visible ownership for projects, actions and processes within your remit

Stick to your commitments and stand by the actions of your team or business area; publicly accept responsibility and accountability

Openly express confidence in your decisions and actions, and those of others

Speak up and encourage others to constructively challenge work and processes to improve the service we provide for customers

Make prompt, autonomous decisions even on the basis of incomplete information when necessary

Make decisions through effectively balancing risks and opportunities

Take the initiative and generate activity within team or business area

LEVEL 4:

Create a culture of ownership and proactivity

Stand by the decisions and actions of the organisation as a whole

Openly accept and promote managerial responsibility

Hold others accountable for delivering their commitments

Project a strong air of confidence in organisational decisions and actions

Generate a climate of confidence in what the organisation is capable of achieving

Create an open culture where people feel empowered to positively challenge work and processes for the benefit of our customers

Make decisions which may involve tough choices and major risks for the organisation

Make urgent and difficult decisions to resolve business issues

Foster a culture that promotes initiative and create processes to enable this

Initiate and generate activity across the organisation



Lead and Support

Motivates others to achieve; provides support and constructive feedback to help people progress; leads to deliver our vision; demonstrates our values through leadership; provides others with guidance and direction.

This will help me to;

- ✓ Motivate others around me
- ✓ Encourage and support others development
- ✓ Be a role model of the FSCS's values

Positive behavioural strengths;

- ✓ Consults widely, involves others in decision making, less likely to make decisions alone
- ✓ Tries to understand motives and behaviours, enjoys analysing people
- ✓ Trusts people, sees others as reliable and honest, believes what others say
- ✓ Likes to be in charge, takes the lead, instructs others, takes control

<p>LEVEL 1: Support and motivate the people around you</p>	<p>LEVEL 2: Encourage and enable others to perform</p>
<p>Provide honest, positive and constructive feedback to your peers</p> <p>Encourage your colleagues to achieve their individual objectives</p> <p>Motivate others through your own positive and optimistic approach</p> <p>Find out about your colleagues' capabilities and how to best support them in their work</p> <p>Coach and train those less experienced than you</p> <p>Share information with your colleagues about resources and opportunities for training and development</p> <p>Be friendly and approachable</p> <p>Help your colleagues to understand the organisation's mission and their role in it</p>	<p>Help others to achieve their objectives by providing appropriate and balanced feedback</p> <p>Make it clear to people what is expected of them</p> <p>Emphasise the impact and importance of people's work for achieving team targets or overall project objectives</p> <p>Mentor and train others to help them achieve and develop their capabilities</p> <p>Suggest appropriate resources and learning opportunities to support other people's specific development needs</p> <p>Make time to answer other people's queries or concerns</p> <p>Give direction and guidance to your colleagues on how to complete tasks and activities and/or how to provide excellent customer service</p> <p>Role-model appropriate behaviours to your immediate colleagues</p>
<p>LEVEL 3: Provide direction and guide others to achieve organisational goals</p>	<p>LEVEL 4: Lead by example and create a culture of high performance</p>
<p>Champion success; create ways to acknowledge and reward achievement across the Scheme</p> <p>Ensure that roles and responsibilities within the business area are clear and precise</p> <p>Inspire enthusiasm and a positive attitude in people about their work and their contribution to the Scheme's success</p> <p>Be a supportive leader or expert; act as a mentor to support others to achieve</p> <p>Set others clear objectives that will support organisational achievement and customer service excellence</p> <p>Take time to fully understand the capabilities, motives and career aspirations of those around you, including their strengths and areas of improvement</p> <p>Encourage others to pursue development opportunities; find and create genuine learning opportunities for them</p> <p>Be accessible; set aside time for others and make people feel you have time for them</p>	<p>Create an open and honest atmosphere where positive and constructive feedback is an integral part of day to day work</p> <p>Provide teams with clear direction translated from the Scheme's vision; ensure accountabilities are clearly understood</p> <p>Inspire and energise people across the organisation by showing enthusiasm and commitment to the organisation's mission and values</p> <p>Foster a culture of continuous learning; be a role model, act as a guide for colleagues; generate processes that support ongoing learning</p> <p>Create a culture of high performance; set challenging objectives and create opportunities for people</p> <p>Be visible to your colleagues; be personable when interacting with others at all levels</p> <p>Lead by example: champion the organisational values through all aspects of your own actions and behaviours</p>



Work Together

Encourages and contributes teamwork and collaboration; promotes a collective sense of purpose; listens actively and shows empathy; trust other people's contributions; is willing to share information; recognises the value in cultivating wide effective working relationships.

This will help me to;

- ✓ Demonstrate collaboration across FSCS
- ✓ Work with others, sharing diverse and creative ideas, promote innovative solutions
- ✓ Deliver the right outcomes for our customers

Positive behavioural strengths;

- ✓ Consults widely, involves others in decision making, less likely to make decisions alone
- ✓ Sympathetic and considerate towards others, helpful and supportive, gets involved in others problems
- ✓ Tries to understand motives and behaviours, enjoys analysing people
- ✓ Changes behaviour to suit the situation, adapts approach to different people

LEVEL 1:

Work collaboratively with others

Encourage your colleagues to think of themselves as a team

Appreciate the different contributions that people make within your team

Be supportive – actively offer to help your colleagues and customers

Express an interest in other people and their work

Consider the needs and feelings of others, both colleagues and customers

Ask your colleagues about their views and opinions in meetings and take these into account

Pay close attention to others when they are speaking, and respond appropriately

Proactively keep others informed about your work and progress on tasks

Get involved and contribute to meetings and team activities

Build trusting relationships with your colleagues and customers by regularly seeing and talk to them

Take opportunities to network with colleagues from other teams than your own

LEVEL 2:

Creates a sense of team spirit and build strong relationships with colleagues

Build team spirit by encouraging positivity and fun at work

Acknowledge others when they have done a good job or helped the team

Recognise other peoples' limitations and make time to help and encourage other people, especially during difficult working periods

Seek to fully understand other people's views, feelings and attitudes by asking open, probing, and follow up questions

Demonstrate active listening when speaking to others

Encourage others to get involved and to share their views and opinions

Listen to others' views and take them into consideration. Seek input from a diverse range of people to ensure a quality outcome and sound decision making

Share knowledge and expertise with your colleagues; make them aware of information that may be useful to them

Seek opportunities for collaboration and actively contribute with your expertise and opinions

Build strong and loyal relationships with a wide range of people, including internal customers, and suppliers

Actively seek opportunities to build your network of contacts within and/or outside the organisation

LEVEL 3:

Promote collaboration across teams and business areas and build effective networks

Find opportunities for teams and business areas to work together – make it happen

Recognise and reward those who contribute to successful collaboration and show team spirit

Actively promote the idea of working toward a common purpose

Recognise and reward other peoples' work, knowledge and contributions

Pay attention to other people's well-being and take steps to help others stay safe, healthy and engaged

Demonstrate real empathy and openly show that you consider the views and feelings of other people

Take time to fully understand the objectives and requirements of internal/external partners, stakeholders and customers

Share information with other teams and business areas about current and upcoming projects, successes and learnings, and best practices

Instigate open, honest conversations with appropriate internal and external stakeholders to gain additional perspectives

Constantly maintain and nurture your relationships with colleagues, customers and/or partners

Establish and expand effective external networks, including suppliers and external partners (if appropriate)

LEVEL 4:

Create a climate of collaboration and build strategic external

Create a climate of team-working and collaboration across the organisation, acting as a visible role-model of these values and behaviours

Construct processes that enable effective collaboration across business areas, with outsourcers and externally

Ensure that outstanding performance is recognised throughout the organisation using formal processes and personal recognition.

Commit to the Scheme's duty of care for its employees and create systems and processes to ensure people are looked after

Support and encourage others to better understand the perspectives of their colleagues, claimants and partners

Create processes to facilitate communication across the Scheme and for others to share their views and opinions

Achieve organisational objectives through constructive collaboration and consultation with stakeholders and third parties

Develop deep and trusting relationships with senior stakeholders externally

Extend and build your external network continuously; use your networks to the advantage of the Scheme



Communicate and Influence

Communicates effectively and appropriately; expresses opinions, information and key points clearly; adapts communication and presentation style to influence others.

This will help me to;

- ✓ Serve our customers better using the Tone of Voice Principles
- ✓ Constructively challenge
- ✓ Influence and negotiate effectively with others to deliver the right outcomes

Positive behavioural strengths;

- ✓ Comfortable using negotiation, likes to change other people's views
- ✓ Feels comfortable when first meeting people, at ease in formal situations
- ✓ Critically evaluates information, looks for potential limitations, focuses upon errors
- ✓ Changes behaviour to suit the situation, adapts approach to different people

LEVEL 1:

Communicate effectively in plain language

Communicate clearly and fluently; check that people understand your message

Use appropriate communication channels for the message and the audience

Write clearly and concisely, use correct spelling and grammar

Use a clear structure when producing written documents and avoid unnecessary jargon

Present yourself professionally to others, both in appearance and the way you express yourself

Express your ideas and opinions clearly

Influence others and gain clear agreement and commitment to action from them

LEVEL 2:

Engage in regular two-way communication

Explain complex information or instructions clearly so that they are understood by others

Make communication a two-way process and encourage others to have their say

Understand the needs of different audiences and alter your communication style accordingly to effectively convey your message

Effectively tailor the style, structure and content of your written work to make sure that intended readers find it engaging and interesting

Project credibility through effective communication within your area of expertise

Effectively present the key points of your argument, separating the important from the trivial

Gain others' commitment by persuading them using sound arguments and supporting information

LEVEL 3:

Communicate with influence, inside and outside the organisation

Present complex arguments, information and ideas in an easy to understand and memorable fashion

Observe the non-verbal behaviour and emotional signs of the audience and adapt your communication style accordingly

Remove barriers and obstacles to communication between teams and business areas

Produce written communication that provides maximum clarity and creates a lasting impression amongst the readers

Speak with conviction on a range of subject matters to create an immediate, credible and lasting impression on others both within and outside the organisation

Provide a sound rationale that reflects the audience when promoting new ideas or challenging current processes or ways of working

Use empathy to guide conversations to the desired end point, not just facts and figures

LEVEL 4:

Enable effective communication across boundaries

Communicate using expressive language and arguments that influence how people feel not just think about a subject

Respond quickly and effectively to unforeseen questions or challenges when presenting or communicating with others

Create a culture that promotes clear and honest communication across levels and boundaries

Develop and use channels and forums to facilitate ongoing two-way communication

Create a charismatic and credible impression to influence large groups and senior stakeholders externally (even when the subject matter is unfamiliar or unprepared)

Influence and negotiate effectively with people inside and outside the organisation by adopting a range of approaches, maintaining positive relationships with all parties at all times



Think analytically

Identifies and uses multiple sources of information to solve problems; makes rational judgements and decisions based on facts, using a structured and logical approach; analyses the data to identify the component parts, patterns and relationships.

This will help me to;

- ✓ Present new findings and solutions to challenge the status quo
- ✓ Be confident and accountable for data lead decisions
- ✓ Recognise the positive outcomes in sharing knowledge and information

Positive behavioural strengths;

- ✓ Likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures
- ✓ Critically evaluates information, looks for potential limitations, focuses upon errors
- ✓ Balances thinking between practical and conceptual terms
- ✓ Generates new ideas, enjoys being creative, thinks of original solutions

LEVEL 1:

Analyse simple data and solve problems rationally

Interpret basic numerical, verbal, and other types of data

Break information down into parts and identify straightforward relationships between them

Identify obvious mistakes and ask questions to fully understand the situation or issue

Use several sources of information to fully understand a situation or issue

Use data to inform, support and justify the decisions you make

Suggest a considered way forward when faced with a problem or issue

Make rational judgements from the available information

Use data to suggest how to do something quicker or better for the customer

LEVEL 2:

Effectively analyse several types of information and make sound judgements

Analyse a range of types of information effectively

Understand relationships and patterns within information, and between causes and effects

Appreciate the impact of existing and potential problems on other colleagues customers, or processes

Question assumptions and probe for further information to clarify vague or confusing information

Provide workable solutions to address an apparent or potential problem

Make sound, well-reasoned judgements from an analysis of the information available

Suggest ways to improve the service we deliver to our customers based on analysis of different sources of information

LEVEL 3:

Analyse complex data to solve challenging problems

Analyse complex, potentially conflicting, data efficiently and quickly establish patterns and trends

Understand root causes of problems; goes into detail and identifies causes and effects

Recognises the long-term implications of an existing or potential issue

Use insights and analytics to provides suggestions for improvements across the Scheme both immediate and long-term

Anticipates problems and acts to minimise impact on customers

Probes and seeks to integrate information from a variety, including, less obvious sources to fully grasp the situation

Identify novel, yet practical, solutions to solve complicated technical issues or business problems

LEVEL 4:

Think conceptually to anticipate and solve challenging business issues

Analyse and integrate diverse and complex quantitative and qualitative data from a wide range of sources

Identify relationships between seemingly unrelated issues

Anticipate challenges to the organisation and take action to fully understand and mitigate them

Constantly challenge assumptions and make use of multiple internal and external sources of information to gain a comprehensive understanding of the issue or situation

Produce a range of workable strategies aimed at solving numerous, possibly related issues, at an organisational level

Make strategic judgements based on a complete analysis of the situation, aligning decisions with the strategic aims of the organisation



Considers FSCS as an organisation in the external environment; understands the vision and how their personal contributions add to its success; takes activities outside of their own business area into account when making decisions and taking action.

This will help me to;

- ✓ Understand and champion the benefits of continuous improvement
- ✓ Demonstrate knowledge of activity throughout FSCS and reduce waste to ensure a better service for our customers
- ✓ Demonstrate how personal contribution aligns to the overall objectives of FSCS

Positive behavioural strengths;

- ✓ Favours changes to work methods, prefers new approaches, less conventional
- ✓ Interested in theories, enjoys discussing abstract concepts
- ✓ Takes a long-term view, sets goals for the future, more likely to take a strategic perspective
- ✓ Occasionally thinks more broadly to consider a wide range of issues

LEVEL 1:

Understand your contribution to organisational goals and strategy

Understand how your role and actions contribute to the Scheme's success

Align your personal goals with the team's objectives

Take a broad view; understand how even an apparently small issue may have wider implications

Look at things from others' perspective such as outsourcers, customers, internal stakeholders, customers etc.

Stay informed and seek clarification about wider business issues that may affect your own role

Understand the context in which an output or piece of information is to be used

Share knowledge about your role to help other people increase their understanding of the business

Find out about the external influences on your role, such as claimants, new legislation, the financial market etc.

LEVEL 2:

Take a long-term and broad view

Understand how the different roles within your team fit into the wider organisational strategy

Help others understand how their work and objectives link and impact the business strategy

Appreciate the impact your actions and those of others have on the wider organisation

Take an interest in what is happening across the Scheme; be aware of changes in organisational strategy that impact on your area

Tell others about your own and your team's responsibilities to enhance their understanding of your contributions to the wider organisation

Gather information to understand the external market and its effect on the Scheme and its claimants/customers

LEVEL 3:

Convert strategy to action by aligning goals and priorities to wider scheme objectives

Translate the organisational strategy into medium and long term objectives and action plans to achieve these

Set direction and take action to benefit the whole Scheme, not just your team or business area

Step back from situations to understand the bigger picture and the impact on the overall organisation

Create opportunities and forums where people can learn about other teams and business areas

Make regular and credible contributions to strategic conversations

Stay informed about broader environmental influences that may impact the Scheme's way forward

Actively share insights about the market and other external influences that may affect the organisation now or in the future

LEVEL 4:

Develops effective business strategies

Make decisions that will show long-term positive impact on the organisation and its stakeholders

Make a strong contribution to the development of the vision

Develop effective strategies and initiatives to deliver the vision and goals of the organisation

Continually review and revise current strategies to ensure they are still valid in the constantly changing business environment

Understand key economic and market trends and challenges and how they affect the organisation

Regularly engage with key external stakeholders to stay close to developments and changes in the general environment that may affect the Scheme and its future direction

Create systems and processes for gathering insights about current and future trends and factors that



Plan and Organise

Plans activities and projects in advance and prepares for changing circumstances; creates project plans with clear milestones; identifies and communicates effectively with stakeholders; considers resources required to accomplish the right outcomes for our customers.

This will help me to;

- ✓ Prioritise workload to maximise efficiency
- ✓ Identify challenges that may hinder delivery of a project or activity
- ✓ Communicate effectively with stakeholders to report progress against delivery

Positive behavioural strengths;

- ✓ Likes to be in charge, takes the lead, instructs others, takes control
- ✓ Focuses on detail, likes to be methodical, organised and systematic
- ✓ Takes a long-term view, sets goals for the future, more likely to take a strategic perspective
- ✓ Focuses on getting things finished, persists until the job is done

LEVEL 1:

Plan own time and workload

Set yourself clearly defined tasks and objectives to complete each day and week

Plan and manage your own time effectively to achieve your objectives

Work with your manager to clarify the importance and urgency of tasks when you are unclear

Respond to requests based on importance and urgency

Be honest about your capability and capacity for tasks

Seek, find and organise the resources you need to accomplish your tasks

Keep track of your progress against task deadlines and keep your customer(s) informed about possible changing circumstances affecting your ability to meet a deadline

LEVEL 2:

Prioritise effectively in line with customer and organisational requirements

Set clearly defined tasks and objectives for yourself and others

Produce structured, realistic plans for projects and your own work well in advance

Reviews other people's plans and makes suggestions for improvements

Manage your plans, projects and workload to keep tasks or projects on track, and completed on time

Support others to plan and prioritise their work effectively

Communicate your plans to your customer(s) and provide realistic, accurate forecasts for delivery

Organise activities across teams and use appropriate resources effectively to achieve objectives and deliver projects on time

Monitor progress, and provide customer(s) with regular updates on progress and communicate when and why milestones may be missed

Prioritise your work in accordance with the objectives of your customers and the Scheme

LEVEL 3:

Produce long-term plans that involve various teams and activities

Set clear short, medium and long-term objectives for your team and/or business area

Produce comprehensive plans for long-term projects that involve various teams and activities

Identifies where plans may not be fit for purpose and takes appropriate action to rectify

Anticipate and manage potential problems that may affect project success and deadline

Organise yours and others' time effectively, allocating achievable target dates for project stages

Manage resources and activities across business areas to effectively deliver initiatives and projects according to plan

Effectively manage conflicting demands

Monitor your own and other team's progress against deadlines and milestones

Identify and communicate challenges and issues that may help or hinder progress

LEVEL 4:

Creates strategic contingency plans with key external stakeholders

Set clearly defined long-term objectives for the wider organisation

Provide realistic timescales for the overall completion of major projects, and ensure that any deadlines set by others in connection with a project fit into the overall timescales

Work with internal and external stakeholders to create strategic contingency plans that account for foreseeable changes and can be adapted in the face of unforeseen crises or other events

Identify and organise internal and external resources necessary to successfully deliver organisational wide initiatives and projects

Develop and use clearly defined criteria to monitor progress of new strategic initiatives and Scheme-wide projects against key organisational objectives

Develop the organisational infrastructure to support planning, resourcing and monitoring of progress of both small and large scale projects

Make sure that Scheme-wide projects are kept within schedules and delivered on time by coordinating key players and parts of the projects



Deliver for our customers

Focuses on consistently delivering excellence for external and internal customers; considers and clarifies the customers' needs; seeks opportunities for continuous improvement.

This will help me to;

- ✓ Contribute towards restoring trust and confidence in the financial services industry
- ✓ Collaborate with others to serve our external customers
- ✓ Identify initiatives to deliver exceptional service to our customers

Positive behavioural strengths;

- ✓ Focuses on detail, likes to be methodical, organised and systematic
- ✓ Focuses on getting things finished, persists until the job is done
- ✓ Ambitious and career focussed, likes to work to demanding goals and targets
- ✓ Thrives on activity, likes to keep busy, enjoys having a lot to do

LEVEL 1:

Deliver high quality work that meets customer needs

Put your customer first, listen and respond promptly to customer requests and/or to resolve their issues

Ask questions to clarify customer requirements

Deliver your work to high standards, in line with your customers' needs and requirements

Check the accuracy and quality of your own work

Ask for help or support when necessary

Suggest ways in which tasks could be done better or quicker

Approach your work in a structured way

Manage multiple tasks simultaneously

Meet deadlines and complete tasks on time

LEVEL 2:

Strive to deliver excellence in tasks and projects

Show a genuine customer focus; regularly exceed customer expectations

Take a customer-led approach, looking at things from your customers' perspective

Proactively engage with customers to understand their fundamental, not just apparent, needs and requirements

Identify and act on opportunities to deliver better work, to work more efficiently and to reduce costs in your own work area

Maintain an uncompromised level of quality, even when under pressure or when faced with conflicting demands

Be specific about deliverables (how, when, what) and continually deliver on promises made to colleagues and customers

Take a systematic and methodical approach to projects and complex tasks

Effectively manage and deliver on several projects simultaneously

Take action to ensure you and others keep to timelines and achieve objectives

LEVEL 3:

Strive to improve performance

Act to remove obstacles to customer service and champion initiatives to increase customer satisfaction

Encourage and reward others to find ways to improve customer service

Anticipate customers future needs and initiate appropriate action

Create opportunities and encourage others to suggest ways to improve performance

Act as a role model: challenge yourself and your business area to deliver excellence at all times - 'how can we make things better?'

Monitor and assess quality, efficiency and business performance

Challenge others to deliver excellence and exceed customer expectations

Ensure that your own team or business area keep to schedules and delivers work on time and to budget

LEVEL 4:

Challenge and remove barriers to achieve excellence

Show a deep understanding of the current and future requirements of both internal and/or external customers

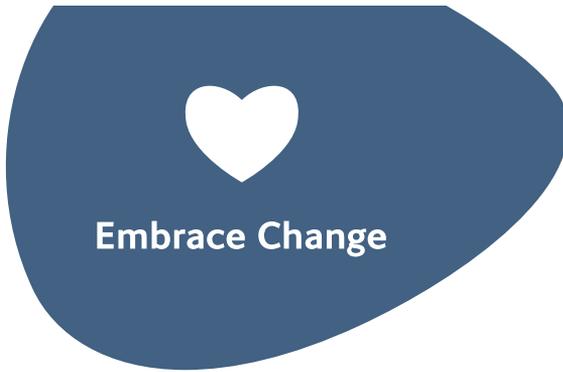
Create systems and strategies aimed to facilitate excellent service for both internal and/or external customers

Create means and processes to measure organisational performance and improvements by using both internal and external metrics and benchmarks

Promote a culture that focuses driving performance improvements and service excellence

Create an atmosphere in which high standards of quality work and service are expected of all

Challenge obstacles and remove barriers to achieve excellence



Is positive and open to change initiatives and new ideas; demonstrates a flexible approach to changing circumstances; remains confident and productive in ambiguous situations; deals well with the unexpected.

This will help me to;

- ✓ Adapt and embed new ways of working
- ✓ Realise and embrace the opportunities change presents
- ✓ Remain effective and productive in ambiguous situations

Positive behavioural strengths;

- ✓ Changes behaviour to suit the situation, adapts approach to different people
- ✓ Prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work
- ✓ Favours changes to work methods, prefers new approaches, less conventional
- ✓ Expects things will turn out well, looks to the positive aspects of a situation, has optimistic view of the future

<p>LEVEL 1: Adapt to change and new ways of working</p>	<p>LEVEL 2: Show a flexible attitude to work and act as a positive role model for change</p>
<p>Show willingness to try new ideas and ways of doing things View change as an opportunity to make things better for our customers Remain positive and productive when you face uncertainty Adapt to changing circumstances Show flexibility at work; quickly act to deliver new, unexpected and/or multiple tasks and requests Readily accept new challenges Be versatile; take on new types of work</p>	<p>Respond positively to change initiatives and new ideas Show a flexible mind-set; adapt quickly to changes in work demands, responsibilities and role requirements Stay confident and committed in ambiguous situations Encourage others to work through change and adapt to new situations Act as a role model for change; demonstrate the benefit of change at the individual level and for customers Show versatility: carry out tasks that include a new approach or way of working</p>
<p>LEVEL 3: Champion change and support successful implementation of change</p>	<p>LEVEL 4: Sponsor change and role model new behaviours</p>
<p>Adapt your team's priorities and ways of working to embrace changing circumstances Encourage and openly welcome new ideas in your own area and in the wider Scheme Show personal commitment to organisational change initiatives Actively support teams to embrace and adapt to new ways of working Set an expectation that people will take positive action in situations where definite information or direction is lacking</p>	<p>Act as a sponsor for organisational wide change initiatives; develop and lead large scale change initiatives Be a role model in times of change: visibly demonstrate new behaviours and ways of doing things Remain attentive to changing economic or organisational conditions and adapt the organisation's strategies, systems and processes to reflect these Inspire flexibility in the workforce; show passion for new approaches and ensure the benefits are clearly escalated down the organisation Create a flexible working culture by setting standards of flexibility and adaptability See ambiguity or uncertainty in the market as an opportunity for the Scheme to strengthen its overall reputation</p>



Develop Yourself

Takes accountability for own development; identifies skills gaps and learning opportunities; has clear career goals; embraces all learning methods; seeks feedback for continuous improvement.

This will help me to;

- ✓ Grow and develop within and outside of my current role
- ✓ Contribute more widely to the success of the organisation
- ✓ Aspire to achieve career goals

Positive behavioural strengths;

- ✓ Takes a long-term view, sets goals for the future, more likely to take a strategic perspective
- ✓ Thrives on activity, likes to keep busy, enjoys having a lot to do
- ✓ Has a need to win, enjoys competitive activities, dislikes losing
- ✓ Ambitious and career-centred, likes to work to demanding goals and targets

<p>LEVEL 1: Open to new opportunities</p>	<p>LEVEL 2: Strive to improve and show enthusiasm for new opportunities</p>
<p>Demonstrate diligence and put in extra effort when required Be open to feedback, and act on it See mistakes as an opportunity to improve and learn to do things better or differently Take all opportunities to build and expand your own knowledge and skills Understand your personal strengths and areas for improvement Takes advantage of the training and coaching opportunities offered Be open to new opportunities at work</p>	<p>Show drive and energy throughout the day and commit to completing essential tasks when required Invite feedback on your work and style; use this as an opportunity to make improvements and develop yourself Keep your knowledge and skills up-to-date and learn using a wide variety of sources Show eagerness for learning; find and pursue learning opportunities Have clear development goals and identify ways to develop that will take you closer to achieve that goal Demonstrate a desire to take on increased or different responsibilities and progress within the organisation</p>
<p>LEVEL 3: Proactively seeks new responsibilities</p>	<p>LEVEL 4: Commitment to achieve long-term career ambition</p>
<p>Demonstrate sustained energy, commitment and determination Have clear career goals and short- term objectives to help you get there Accept personal challenges; take on new responsibilities within and outside your area Take action to maximise your strengths and address development needs Ensure you are up to date with the latest thinking and developments in wider environment Continually encourage others to provide you with feedback on various aspects of your role using a structured approach Regularly review and reflect on progress against your career plan</p>	<p>Invest high levels of commitment to your work and inspire others to invest their own time and energy in a similar way Champion an environment where people are inspired and empowered to drive their own development Encourage others to have strong career aspirations, within or outside the Scheme Establish a long-term career-progression strategy for yourself and your team members with clear short, medium and long-term milestones Demonstrate passion and commitment to achieve your long-term career goals by identifying personal development strategies to maximise your strengths and address development areas Create your own development opportunities, even when the opportunity does not exist Strive to progress by continually seeking to extend responsibility and influence within the organisation and possibly outside of it</p>



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