



STRETCH

How does it feel to **live** our values?

What does **leading** with STRETCH look like?



SAFETY FIRST



we take action to protect the physical and mental wellbeing of each other

Living	Leading
<ul style="list-style-type: none"> • Following Safe Working Practices • Stopping the job immediately if you see something unsafe • Checking on the wellbeing of others • Sharing best practice with others • Asking questions to seek out understanding • Considers the impact of their own actions on others and the environment they operate 	<ul style="list-style-type: none"> • Put safety first even when it presents a challenge • Coaches around unsafe/ unhealthy behaviours • Recognition for Working Safely • Puts value on safety and wellbeing and actively encourages safe and healthy practices • Ensures the H&S message is consistent at all levels • Proactively seeks out dialogue and welcomes challenge • Empowers their team to seek out improvements and stop for safety

TEAMWORK



we value differences and diversity by bringing together unique strengths to deliver greater results

Living	Leading
<ul style="list-style-type: none"> • Supports other colleagues when they need it • Shares own knowledge openly and freely • Communicating and involving other people that are impacted by what you do • Demonstrates a commitment to achieving the team goal • Demonstrates an interest in others and develops contacts outside their own team • Listens attentively to others and regularly checks their understanding 	<ul style="list-style-type: none"> • Actively promotes the benefits of cross-functional working • Promotes knowledge sharing with other teams • Embraces and champions a 'one team' approach • Works to break down silo working • Consults relevant colleagues/ stakeholders on initiatives • Acts as a role model for knowledge sharing • Seeks the opinions of others • Takes an active role in developing others • Provides an environment that allows everyone to have a voice

RESPECT



we are considerate and respectful of each other, our customers, and our working environment

Living	Leading
<ul style="list-style-type: none"> • Treats everyone with dignity and respect • Openly and willingly listens to the views of others • Challenges inappropriate behaviour and language • Polite, patient and accepting when dealing with others • Regularly updates their own knowledge of our approach to Inclusion and Diversity • Respects people's individual boundaries and preferences 	<ul style="list-style-type: none"> • Leads by example, acting as a role model for inclusive behaviour and demonstrates knowledge of unconscious bias in themselves and others • Provides a safe space for others to voice their opinion and empowers and encourages diversity of thought • Considers diversity related needs when planning or allocating work • Demonstrates an understanding of how I&D can have an impact on the business strategy and future opportunities • Seeks to understand the needs of other people • Sets healthy boundaries for themselves and their teams

EXCELLENCE



we are always learning and doing our best to continually improve

Living	Leading
<ul style="list-style-type: none"> • Ensures they are clear about what is expected of them • Alerts colleagues/ leader to issues that may impact achieving a goal or difficulties in achieving deadlines • Looks for continuous improvement in all areas of work • Takes responsibility for mistakes and learns from them • Checks own work and delivers to a high standard • Remains positive and focused when faced with changes or setbacks • Takes responsibility for own development 	<ul style="list-style-type: none"> • Promotes a culture of continuous improvement and high performance, encouraging new ideas and collaboration • Translates strategic priorities into clear outcome focused objectives • Acts as a role model for delivery by demonstrating energy and enthusiasm • Demonstrates resilience during challenging and difficult situations • Creates an environment that supports development

TRUST



we are loyal to our word and trust each other to take decisions

Living	Leading
<ul style="list-style-type: none"> • Prepared to constructively question and challenge • Prepared to acknowledge personal mistakes • Prepared to communicate openly even if opinions are not shared by the majority • Challenge behaviour which contradicts our core values • Respects others' opinions even if they are not their own • Accepts that other people may have different needs to their own • Follows through on what they say 	<ul style="list-style-type: none"> • Creates psychological safety in the teams they lead • Mistakes are viewed as learning opportunities • Faces up to challenging situations and doesn't avoid difficult conversations • Encourages alternative views and opinions • Openly offers support to colleagues • Empowers others to make decisions within their area of responsibility and/or delegation • Is widely trusted and recognised as a truthful leader • Acts as a role model for PD Ports ethical and professional standards • Embraces and champions integrity and trust across the organisation

COMMITMENT



we do what we say we are going to do

Living	Leading
<ul style="list-style-type: none"> • Reviews own performance and identifies development needs • Takes responsibility for own workload and keeps customers/ leaders regularly updated • Takes responsibility for issues and seeking to resolve them, getting help where needed • Follows processes and identifies areas of improvement • Takes a 'can do' approach 	<ul style="list-style-type: none"> • Demonstrates own commitment to continuing professional development • Demonstrates personal commitment to achieving the organisational strategy and individual goals • Applies process discipline and governance • Is proactive in facing challenges and motivating teams through change • Sets realistic goals and regularly sets time aside to review performance and provide feedback • Demonstrates values-based leadership

HONESTY



we say what we mean and provide a safe space to speak up

Living	Leading
<ul style="list-style-type: none">• Listens to others• Displays openness and approachability• Uses clear and appropriate language• Provides clarification or more information where needed• Allows space for others to voice their opinions• Puts others at ease• Speaks clearly and effectively to different audiences• Seeks to understand the needs of others• Asks open questions	<ul style="list-style-type: none">• Demonstrates self-awareness• Presents the facts honestly giving a balanced opinion• Presents information clearly and confidently• Adapts style and approach to meet the needs of the audience• Acts as an Ambassador for the team, department or organisation• Open and inviting of the views of others and responds accordingly• Says what they mean and means what they say



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