

Glasgowlife



Our Glasgow Life Behaviours

Version 1 - September 2023

Introduction

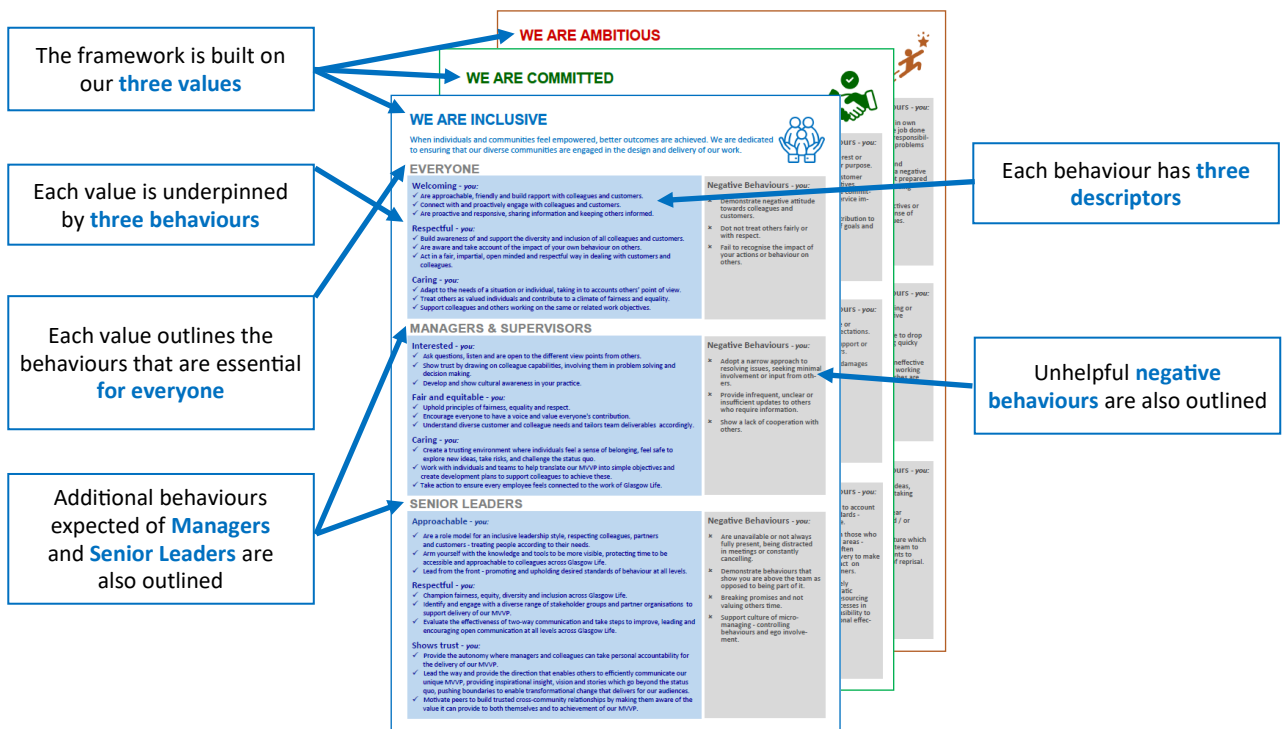
We all have a role to play in the success of Glasgow Life. We are committed to making a difference through being inclusive, committed and ambitious. These core values are at the heart of what we do and how we do it.

We live our values every day through our behaviours: how we do things, treat others, and expect to be treated. Our behaviours play an important role in helping to shape the culture of our charity, building our capacity and driving success in the performance of us as individuals, teams and an organisation.

Our behaviour framework is a tool which defines the behaviours and attitudes every one of us needs to reflect in our daily working practices. Based on our three core organisational values, the behaviours are a benchmark setting out the organisation's expectations in terms of how we go about our work, sitting alongside what we do (our performance objectives).

Please refer to the framework in your daily work. It describes the behaviours expected of all colleagues and supports the delivery of our business plan, values and culture.

Glasgow Life framework



Page 2 of this document outlines our Mission, Vision, Values and Purpose (described through out as our Vision), pages 3 to 5 share the behaviours, descriptors and negative behaviours by value, and pages 7 to 9 share the behaviours by grouping.

The framework has three groups of colleagues:

- Everyone:** All Glasgow Life colleagues regardless of our role are required to demonstrate these essential behaviours, positively impacting on our performance.
- Managers and Supervisors:** Anyone who supervises, or manages people, venues, events or programmes. Colleagues working in these roles are required to demonstrate role modelling and influencing behaviours to positively impact on their own and others' performance.
- Senior Leaders:** Those who hold executive or upper management positions and provide high-level leadership and direction for the organisations essential day-to-day operations. Colleagues working at this level are required to demonstrate exemplary and consistent behaviours, inspiring and developing others.

We are united across Glasgow Life with a clear Vision and now a clear set of behaviours which provides clear examples of effective behaviours required by our charity.

It will be used as part of the performance management framework to discuss and evaluate behavioural performance. The framework will also be used to structure training at all three groupings:

- **Everyone:** Our Glasgow Life behaviours. Mini e-learning sessions every month focusing on one behaviour each month. An alternative paper format is also available for these monthly sessions.
- **Managers and supervisors:** Delivering our Glasgow Life Vision. A one-day training workshop for managers and supervisors.
- **Senior leaders:** Leading the way. Training for senior leaders.

The groupings provide clarity and consistency in determining what is required for a given role, allowing employees and line managers to focus performance discussions and development efforts around achieving the greatest improvements.

Negative behaviours are also included, for example where an employee demonstrates types of behaviour which undermine effective performance, or is not currently displaying the required behaviour and requires development.

Managers should use their awareness of neurodiverse colleagues to support in building their understanding and practical application of these behaviours, tailoring support to the specific needs of each colleague.

Glasgow Life is a diverse organisation and so the behavioural indicators for each level **are not exhaustive**, but are designed to indicate what effective performance looks like.

Our vision

Why we exist

Our mission

What we do

How we do it

Our strategic priorities

What guides us

Our values

What drives us

Our behaviours

What sets us apart

Everyone

Manager / supervisors

Senior leaders

Everyone deserves a great Glasgow life.

As a **charity** set up to benefit the people of Glasgow, we deliver cultural and sporting programmes and events that improve the **mental, physical and economic wellbeing** of the city.

- High-quality specialised programmes and experiences.
- Localised, accessible programmes and capacity-building activity.
- Local, national and international facilities and events accessible to all.
- Commercially focussed activities. Glasgow Club, ticket sales, retail etc.



- Welcoming
- Respectful
- Caring

- Accountable
- Engaged
- Shows initiative

- Purposeful
- Continually improving
- Positive

- Interested
- Fair and equitable
- Caring

- Accountable
- Builds connections
- Listens

- Positive role model
- Empowers
- Inspiring

- Approachable
- Respectful
- Shows trust

- Accountable
- Consistent
- Listens

- Creates vision
- Inspires
- Empowers

WE ARE INCLUSIVE

When individuals and communities feel empowered, better outcomes are achieved. We are dedicated to ensuring that our diverse communities are engaged in the design and delivery of our work.



EVERYONE

Welcoming - you:

- ✓ Are approachable, friendly and build rapport with colleagues and customers.
- ✓ Connect with and proactively engage with colleagues and customers.
- ✓ Are proactive and responsive, keeping others informed.

Respectful - you:

- ✓ Build awareness of and support the diversity and inclusion of all colleagues and customers.
- ✓ Are aware and take account of the impact of your own behaviour on others.
- ✓ Act in a fair, impartial, open minded and respectful way in dealing with customers and colleagues.

Caring - you:

- ✓ Adapt to the needs of a situation or individual, taking in to accounts others' point of view.
- ✓ Treat others as valued individuals and contribute to a climate of fairness and equality.
- ✓ Support colleagues and others working on the same or related work objectives.

Negative behaviours - you:

- ✗ Demonstrate negative attitudes towards colleagues and customers.
- ✗ Do not treat others fairly or with respect.
- ✗ Fail to recognise the impact of your actions or behaviour on others.

MANAGERS & SUPERVISORS

Interested - you:

- ✓ Ask questions, listen and are open to different points of view from others.
- ✓ Show trust by drawing on colleague capabilities, involving them in problem solving and decision making.
- ✓ Develop and show cultural awareness in your practice.

Fair and equitable - you:

- ✓ Uphold principles of fairness, equality and respect.
- ✓ Encourage everyone to have a voice and value everyone's contribution.
- ✓ Understand diverse customer and colleague needs and tailors team deliverables accordingly.

Caring - you:

- ✓ Create a trusting environment where individuals feel a sense of belonging, feel safe to explore new ideas, take risks, and challenge the status quo.
- ✓ Work with individuals and teams to help translate our Vision into simple objectives and create development plans to support colleagues to achieve these.
- ✓ Take action to ensure every colleague feels connected to the work of Glasgow Life.

Negative behaviours - you:

- ✗ Adopt a narrow approach to resolving issues, seeking minimal involvement or input from others.
- ✗ Provide infrequent, unclear or insufficient updates to others who require information.
- ✗ Show a lack of cooperation with others.

SENIOR LEADERS

Approachable - you:

- ✓ Are a role model for an inclusive leadership style, respecting colleagues, partners and customers - treating people according to their needs.
- ✓ Arm yourself with the knowledge and tools to be more visible, protecting time to be accessible and approachable to colleagues across Glasgow Life.
- ✓ Lead from the front, promoting and upholding desired standards of behaviour at all levels.

Respectful - you:

- ✓ Champion fairness, equity, diversity and inclusion across Glasgow Life.
- ✓ Identify and engage with a diverse range of stakeholder groups and partner organisations to support delivery of our Vision.
- ✓ Evaluate the effectiveness of two-way communication and take steps to improve, leading and encouraging open communication at all levels across Glasgow Life.

Shows trust - you:

- ✓ Provide the autonomy where managers and colleagues can take personal accountability for the delivery of our Vision.
- ✓ Lead the way and provide the direction that enables others to efficiently communicate our Vision, providing inspirational insight, vision and stories which go beyond the status quo, pushing boundaries to enable transformational change that delivers.
- ✓ Motivate colleagues to build trusted cross-community relationships by making them aware of the value it can provide to both themselves and to achievement of our Vision.

Negative behaviours - you:

- ✗ Are unavailable or not always fully present, being distracted in meetings or constantly cancelling.
- ✗ Demonstrate behaviours that show you are above the team as opposed to being part of it.
- ✗ Break promises and do not value others time.
- ✗ Support a culture of micro-managing - with controlling behaviours.

WE ARE COMMITTED

We know that outcomes are not equal for everyone in the city. We are committed to helping everyone in Glasgow experience the benefits of participating in culture, sport and learning.



EVERYONE

Accountable - you:

- ✓ Seek to take ownership and make a positive difference in your own role.
- ✓ Seek and respond positively to feedback on your own performance.
- ✓ Plan and coordinate your work to meet your objectives and organisational development plans.

Engaged - you:

- ✓ Engage with customers to better understand their needs and expectations and offer appropriate solutions.
- ✓ Are invested in communicating openly and effectively with others.
- ✓ Keep up to date with what is happening within your service and across Glasgow Life.

Shows Initiative - you:

- ✓ Are proactive and take responsibility for quality of your work, using your own knowledge and expertise to deliver on time and to the required standard.
- ✓ Deal with customer complaints professionally seeking to achieve positive outcomes.
- ✓ Are flexible, adaptable and open to the possibilities of change.

Negative behaviours - you:

- ✗ Display limited interest or positivity for role or purpose.
- ✗ Do not consider customer needs and perspectives, demonstrating little commitment to service improvement.
- ✗ Make minimal contribution to the achievement of goals and objectives.

MANAGERS & SUPERVISORS

Accountable - you:

- ✓ Demonstrate responsible behaviour towards duties, performance, decisions, and actions, removing barriers to performance and creating a positive team culture.
- ✓ Constructively challenge the views and behaviours of others.
- ✓ Provide consistent and timely feedback on colleague performance.

Builds connections - you:

- ✓ Create positive interaction, engagement and visibility with all stakeholders.
- ✓ Build commitment and engagement by helping others understand how they contribute to the bigger picture and our Vision.
- ✓ Connect with external networks to build knowledge and experience of best practice.

Listens - you:

- ✓ Are fully present and actively listen to colleagues, encouraging them to participate and share ideas.
- ✓ Promote listening to our customers to create behaviours that support a customer-centric attitude to how we operate.
- ✓ Work across services to develop effective working relationships and maximise opportunities for collaboration.

Negative behaviours - you:

- ✗ Do not clarify role or performance expectations.
- ✗ Do not provide support or feedback to others.
- ✗ Act in a way that damages trust.

SENIOR LEADERS

Accountable - you:

- ✓ Set and drive strategic direction to ensure the wider team understands their contribution to delivering our Vision.
- ✓ Drive a performance culture that supports colleagues to translate Vision into tangible, measurable outcomes.
- ✓ Retain accountability for directing strategic priorities and impacts, driving excellence and delivering results.

Consistent - you:

- ✓ Shape, exemplify and promote Glasgow Life's standards of performance and expectations to drive delivery of our Vision, demonstrating ethics, integrity and impartiality.
- ✓ Communicate in a transparent and consistent manner keeping individuals well informed of key organisational issues and needs.
- ✓ Focus on longer-term strategic outcomes rather than short-term initiatives.

Listens - you:

- ✓ Actively listen to gain knowledge and perspectives, checking that approaches are united.
- ✓ Encourage others to challenge and provide feedback and use evidence-based information to build on leadership capacity to make informed decisions.
- ✓ Recognise and celebrate success at all levels across Glasgow Life.

Negative behaviours - you:

- ✗ Do not hold others to account for delivering standards aligned to their role.
- ✗ Do not engage with those who are experts in their area - relying on grades removed from delivery to make decisions that impact on services and customers.
- ✗ Do not constructively challenge bureaucratic decision making, resourcing structures and processes in your own area of responsibility rather than supporting organisational effectiveness.

WE ARE AMBITIOUS

A vibrant city supports the health and wellbeing of its people. We find innovative ways to deliver the best possible outcomes, fostering the long-term, sustainable economic wellbeing of Glasgow for the benefit of all.



EVERYONE

Purposeful - you:

- ✓ Understand how decisions are made and where to find the information and support you need to get the job done.
- ✓ Are driven and motivated to achieve results, and understand how your role fits into the big picture and our Vision.
- ✓ Work constructively with others to achieve results, share knowledge and offer practical support.

Continually improving - you:

- ✓ Show commitment to your own development, taking advantage of learning that will positively impact your performance and that of the team.
- ✓ Listen to customer and colleague feedback, and suggest ideas and try out new and innovative approaches to improve and develop work.
- ✓ Look for ways to do things differently or more efficiently and make the best use of resources.

Positive - you:

- ✓ Act as an ambassador for your service and for Glasgow Life.
- ✓ Use your experience and knowledge of best practice to develop new colleagues.
- ✓ Build your personal resilience to ensure you deliver your role consistently.

Negative behaviours - you:

- ✗ Show little interest in your own work or getting the job done properly, avoiding responsibility for dealing with problems or issues.
- ✗ Approach change and improvement with a negative attitude and are not prepared to try new ways of doing things.
- ✗ Focus on your own objectives or agenda at the expense of supporting colleagues.

MANAGERS & SUPERVISORS

Positive role modelling - you:

- ✓ Lead by example promoting a work environment that supports our Vision.
- ✓ Seek to get the best out of people, supporting and energising teams to deliver outcomes.
- ✓ Take responsibility for delivering expected outcomes on time and to the required standard.

Empowers - you:

- ✓ Encourage autonomy and support others in working together, helping them to develop a common focus and encourage open communication.
- ✓ Recognise, celebrate and share positive individual and team outcomes and experiences.
- ✓ Provide regular feedback to develop best working practice.

Inspiring - you:

- ✓ Nurture others to initiate and embrace change, communicating in a positive way.
- ✓ Identify opportunities for innovation and develop workable solutions to achieve improvement and change that adds value.
- ✓ Provide ongoing support and coaching to encourage colleagues to reach their potential, promoting a growth mindset.

Negative behaviours - you:

- ✗ Are disinterested in giving or receiving constructive feedback
- ✗ Allow performance to drop without challenging quickly and responsively.
- ✗ Continue to apply ineffective systems or ways of working where new approaches are required.

SENIOR LEADERS

Creates vision - you:

- ✓ Look outwards as well as inwards to bring a holistic view to strategic thinking, considering implications of actions and decisions across Glasgow Life.
- ✓ Are active in sharing our Vision, translating them into effective operational messages.
- ✓ Create common understanding of shared priorities to support delivery of our Vision.

Inspires - you:

- ✓ Develop strong networks of collaborative relationships and partnerships (internally and externally) to support achievement of our Vision.
- ✓ Actively champion and act as a role model by fostering a culture of innovation and continuous improvement to drive delivery of our Vision, advocating for customers to be at the heart of our innovation approach.
- ✓ Promote a culture of engagement by leading by example, sharing learning, knowledge and experience to support delivery of our Vision.

Empowers - you:

- ✓ Provide defined structures and a clear direction, empowering individuals to have a strong sense of ownership and personal responsibility for the delivery our Vision.
- ✓ Create a safe environment for delegated decision making.
- ✓ Build high performing teams getting actively involved in succession planning to create our next generation of leaders.

Negative behaviours - you:

- ✗ Are closed to new ideas and innovation, not being brave or taking calculated risks.
- ✗ Provide no or unclear communication and / or direction.
- ✗ Enable a blame culture which disempowers your team to develop improvements to services.

Pages 7 - 9
presents our
Glasgow Life behaviours
by grouping

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We are inclusive

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