

DHI Behaviours Framework

Value: Self-Direction

What Do We Mean?		Why Is It Important?
Encouraging independent thought and action within safe and responsible boundaries, and with clarity of purpose; enabling self-determination and creativity; expecting self-reliance, initiative and successful progress		Because we are driven by a motivation to achieve our own potential and support service users to overcome barriers and be supported in achieving theirs. DHI values independence highly since people are motivated and happier when able to exercise maximum responsibility. Organisationally, independence, allows us to focus on achieving our core purpose.
Level 1 - Worker	Level 2 – Manager (+ Level 1)	Level 3 – Senior Manager (+ Levels 1 & 2)
<p>Works independently and proactively, with strong self-motivation</p> <p>Analyses all the issues when problem solving; seeks input and understanding to make appropriate judgements</p> <p>Stays focussed on the end goal/s; helps others set their own goals, shows belief through listening respectfully, provides helpful information to empower other's decisions</p> <p>Identifies helpful and innovative ideas and solutions to problems and challenges; enables and encourages others to identify their own solutions</p> <p>Collaborates with others across the organisation to build strong relationships, solve problems and share information</p> <p>Works respectfully and creatively within all established DHI policies and processes.</p> <p>Supports clients to stand on own two feet, facilitates maximum independence.</p>	<p>Leads and coaches the team to generate well-thought-out ideas and solutions; listens to staff, challenges their thinking in a constructive way; is open and encouraging</p> <p>Demonstrates interest in and knowledge of team member's activities; is aware and informed of issues, opportunities and activities across DHI</p> <p>Delegates and empowers with authority where appropriate</p> <p>Gives clear and constructive feedback</p> <p>Is accessible, visible and available</p> <p>Represents team member's voices in wider organisational conversations; promotes ideas from the team where they have the potential to lead to positive change</p> <p>Is well networked; has strong and effective working relationships with all service sector stakeholders and colleagues across DHI</p> <p>Encourages increased responsibility</p>	<p>Sets clear direction, focussing and enabling the delivery of change and business as usual work</p> <p>Builds strong and effective networks across DHI and the sector locally and nationally; regularly researches the market and canvasses opinion to inform strategy, design, review and improve services</p> <p>Finds answers when no one else can, and takes responsibility</p> <p>Encourages directly and by example others to be robust thinkers</p> <p>Trusts and supports decisions made by the team where they are in line with DHI strategy, values and aims</p>

Value: Stimulation

What Do We Mean?		Why Is It Important?
Offering a stimulating environment allowing innovation and creativity to flourish in individuals; encouraging enthusiasm and positivity, flexibility and openness to new ideas and challenges and opportunities		We recognise that to change we must take calculated risks and do things differently. This applies as much to our service users as the organisation in a regularly changing and responsive operating environment. We need to encourage and prompt positive, creative and flexible contributions from all.
Level 1 - Worker	Level 2 – Manager (+ Level 1)	Level 3 – Senior Manager (+ Levels 1 & 2)
<p>Shows enthusiasm and positivity when working with colleagues, clients and stakeholders</p> <p>Demonstrates a desire to learn and develop</p> <p>Generates ideas and possibilities; is open to new thinking and ways of working</p> <p>Values and supports ambition in others</p> <p>Demonstrates thoughtful and evaluated risk taking; challenges own and other's thinking constructively</p> <p>Collaborates with partner organisations and others across the organisation to expand own thinking, find the best ideas and implement positive action</p> <p>Supports clients to identify and take calculated risks in order to effect positive change</p> <p>Demonstrates excellent interpersonal skills</p>	<p>Inspires others with vision and ideas; leads by example as a positive role model</p> <p>Demonstrates full knowledge of DHI and complementary agency services and encourages team members to collaborate, learn from and share with each other</p> <p>Uses awareness of what drives and motivates individual team members; proactively offers opportunities to match their interests, skills and development aims</p> <p>Includes the whole team; promotes regular, open discussion and debate; ; knows the difference between “wrong” and “different”</p> <p>Identifies own and other's development needs and supports self-improvement</p> <p>Encourages balanced, informed and evaluated risk-taking</p> <p>Uses a range of ways to stay informed, connected and up-to date with new thinking and ways of working</p>	<p>Demonstrates deep knowledge of market trends, new thinking, and potential for identifying lucrative alliances</p> <p>Open to new possibilities; visionary</p> <p>Is able to translate strategic possibilities into “what this means for us...”</p> <p>Inspires people; regularly communicates DHI's strategy in an inspiring and informative way</p> <p>Moves flexibly and at pace when required in the face of changes; makes thoughtful and balanced decisions and plans; shows awareness of the impact on others</p> <p>Drives, encourages and recognises innovation</p> <p>Takes responsibility for higher risk decisions beyond the remit of the team/individual</p>

Value: Zest for Life

What Do We Mean?		Why Is It Important?	
In so far as it is not damaging to self, others, the sustainability of organisation or the environment, to enable people to pursue goals that further their happiness and enjoyment; expecting positive approach to and encouragement of own and other's professional and personal aims		We recognise that people make change in order to lead a happier more fulfilling life; to be successful, we need to develop the potential of our staff and clients, building on their strengths, interests and motivations, and to balance that focus within safe and responsible boundaries; because the workplace is a better place to be when we work with energy, engagement and fun	
Level 1 - Worker	Level 2 – Team Leader and Manager (+ Level 1)	Level 3 – Senior Manager (+ Levels 1 & 2)	
<p>Demonstrates optimism and positive energy towards others, team members and clients</p> <p>Brings appropriate humour into the workplace, being conscious of others sensibilities and DHI culture and ways of working</p> <p>Participates positively in group activities and discussions</p> <p>Celebrates own and others achievements and successes</p> <p>Shows resilience, remains positive, optimistic and calm in the face of feedback, risks and problems</p> <p>Solutionfocussed: positively enjoys problem solving</p> <p>Promotes DHI in an interesting and exciting way to all internal and external stakeholders</p>	<p>Role models energy, enthusiasm and positivity for the team</p> <p>Encourages celebration of success; enables open reflection and learning from challenges and difficulties</p> <p>Allows time for staff to enjoy themselves, encourages work-appropriate behaviour to foster this atmosphere</p> <p>Takes a broad approach to supervision; shows curiosity about team members, their aims and goals and what they enjoy</p> <p>Promotes and models good health and wellbeing and supports healthy work/life balance</p> <p>Makes team working fun; brings creative ideas to include and involve everyone in finding ideas and solutions</p>	<p>Creates energy by encouraging activity and inclusion; joins in; leads by example</p> <p>Creates and presents DHI strategy and plans in a positive and exciting way</p> <p>Gives feedback to teams and seeks feedback, input and involvement from them to help shape and develop DHI's future direction and plans</p>	

Post:		Grade:	
Expected Level:	Self Direction	Stimulation	Zest For Life