

Our Behaviours

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To go with our Why and What, our Behaviours are our 'How' that reflect our culture at YBS.



New for '22 - Sept

As well as updating our descriptors (see the bottom of the page), we've also created some short animations to help demonstrate the stretch in our behaviours; with some

of our colleagues bringing their stories to life.

Watch them below:

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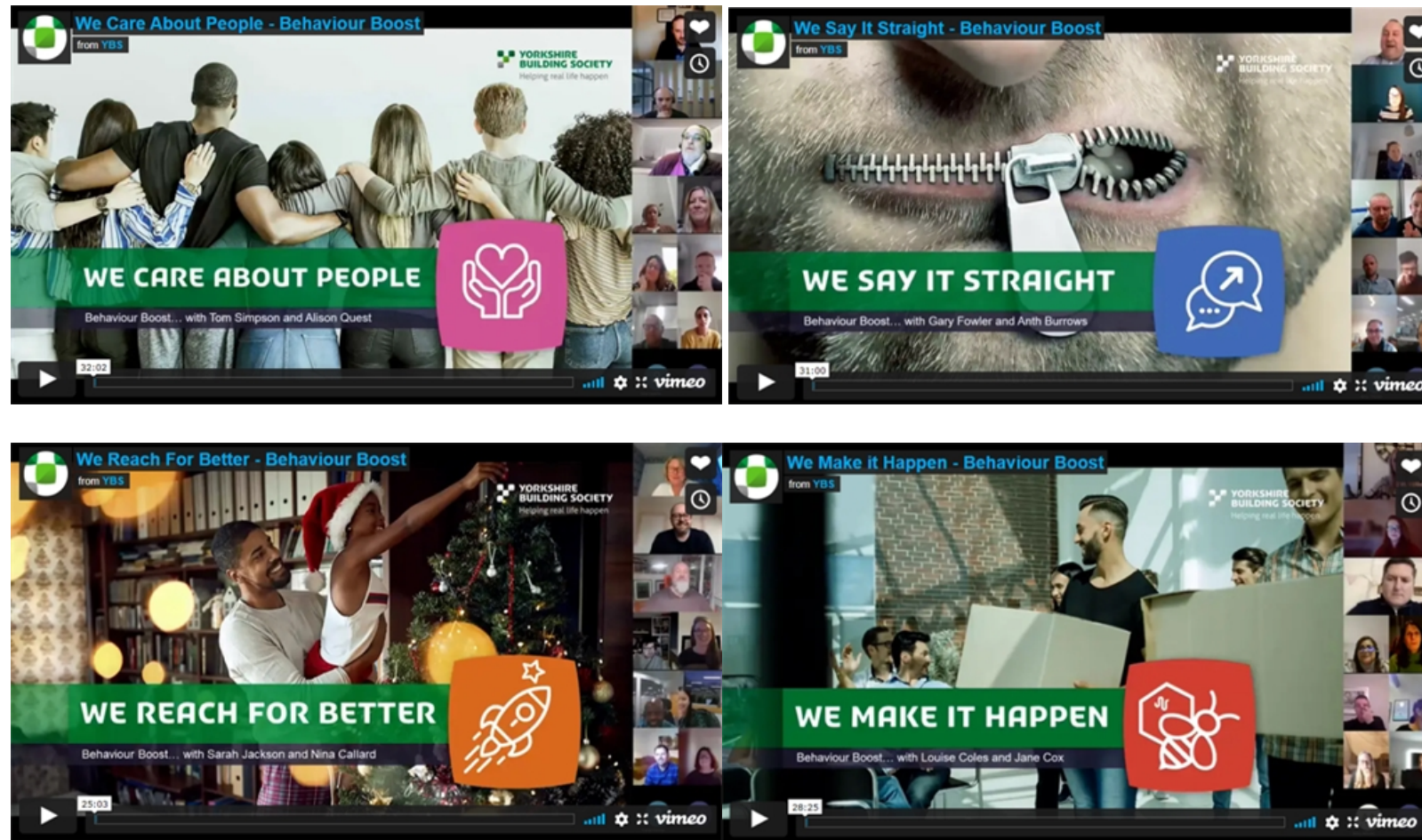
If you're having problems getting any of the videos to play, you can find them in your WORD share folder (for branches and agencies), in the [Our Behaviours folder](#) of the shared drive (for YD and BG colleagues).

Why not share your own examples of where you've seen colleagues really living out behaviours in the comments below?

New for '22 - Feb / Mar

At the Our Blueprint: One Year On events in late 2021 we ran a series of 'Behaviour Booster' events, showing some of the ways in which they represent more of a stretch.

You can catch up with those sessions here:



If the links above don't work for you, you can find them in your local WORD share folder (branch-based colleagues) or (for office-based colleagues) these links to the shared drive:

- [We Care About People](#)
- [We Say It Straight](#)
- [We Reach For Better](#)
- [We Make It Happen](#)

Our Behaviours - updated Sept '22

YBS has had values or behaviours as an organisation for decades. We've worn them on lanyards around our necks and displayed them on our walls.

But when we developed the Strategic Blueprint back in 2020, it was clear we needed a new set of Behaviours to guide us – a set of Behaviours with a difference.

For the first time in our history, we got really purposeful about them. We decided which behaviours we needed most in order to successfully deliver our Purpose and our Strategy. Behaviours that didn't sit in isolation, or just look good on a poster; we needed behaviours that would turbo-charge our culture and help us go even further with our priorities and Purpose.

We've recently updated the descriptions below to make sure they're still 'us' but also provide the stretch we need to be even greater in the future...



What is it?

Being motivated to go further for our customers and colleagues to get the right outcome and accepting that this may involve difficult conversations or messages. It is understanding the bigger picture.

Why it's important:

Truly caring isn't fluffy. It comes with a fierceness and edge, which motivates us to go even further for our customers and colleagues.

Key characteristics:

Acting with empathy and humanity.

Caring with such passion that you are prepared to go the extra mile or face into challenging conversations.

Always thinking about the impact of our actions (as well as the action we don't take) on customers, colleagues and communities.

Finding the right balance between over-playing this behaviour and not exercising it enough.

What it's not:

Fluffy.

People pleasing.

Avoiding difficult conversations.

Keeping the peace.

Always saying yes.

What it looks like in practice:

An agency or branch colleague using the 'surprise and delight' budget to send flowers to a customer in hospital after a relative contacted the branch to discuss setting up power of attorney.

A people leader that notices a colleague's standard of work and general persona has changed and addresses it; despite the colleagues' claims that they 'were fine', only to find out the colleague was experiencing financial difficulty. A conversation which led to the colleague getting the support they needed.

Having a difficult conversation with a colleague to decline a holiday request that would leave the team under-resourced, negatively affecting customers.

An organisational change that initially appears to negatively impact some customers but on balance would allow the society to direct funds elsewhere to support more customers and provide more member value.



What is it?

Being prepared to have challenging conversations when they're needed to improve results or performance. Questioning assumptions and calling it out when there's a risk of 'group think' taking things in the wrong direction.

Why it's important:

It builds trust and gets results faster.

Key characteristics:

Listening and being open.

Speaking up or calling it out with positive intent.

Being prepared to receive well-intended feedback as well as offering it.

Having the debate in the room, not out of it. Or finding a suitable alternative if the timing isn't appropriate.

What it's not:

Challenging anonymously.

Negative rather than constructive criticism.

Antagonistic.

Defensive.

A free pass to be confrontational or rude.

What it looks like in practice: A colleague concerned with their workload and the impact it will have on performance has a well-intended discussion with their leader to raise concerns. They discuss some potential solutions and collaboratively find a resolution – both being open to feedback and ideas.

A people leader leans into a difficult conversation with a colleague who's not demonstrating our behaviours or meeting performance expectations. Calling it out early and taking action will prevent more challenges down the line.

A colleague is unhappy about an announcement made by YBS and wants to understand more about the rationale for the decision as they feel it's not consistent with our purpose or Behaviours. They request a conversation with a stakeholder involved with the change in order to understand more and put forward their views with positive intent.

During a project meeting a colleague suspects that a risk has been misunderstood and de-prioritised as a result. Even though everyone else seems to be happy to move on, they call it out and make sure that everyone fully understands the extent of the risk and why additional actions are needed to mitigate it.



What is it?

Stepping outside of our comfort zones and having a growth-mindset. Learning and growing to support our own development and actively contributing to what makes YBS a great place to work, now and in the future.

Why it's important:

To stay in business and guarantee our future sustainability, we need to raise our level of ambition. In a world that is rapidly changing, staying still is the equivalent of moving backwards.

Key characteristics:

Taking control of your learning.

Experimenting and learning from failure.

Curious with a growth-mindset.

Actively inviting fresh thinking.

Striving for continuous improvement.

What it's not:

Gold-plating everything.

Seeing learning as an extra or 'nice to have'.

Being afraid to fail or make mistakes.

Tolerating or being accepting of mediocre.

Standing still.

What it looks like in practice:

A colleague that wants to progress within the organisation takes a proactive approach to their own personal learning. By utilising networking opportunities both internally and externally and using fresh insight and perspectives they shape their learning journey, building their knowledge and personal brand which will support their career path.

A colleague has a healthy dissatisfaction with the status quo. They ask “why?” when a process looks unnecessarily complex. Not accepting “because we’ve always done it like this”, they speak to the relevant stakeholders to understand why, and find a better way to do it as a result.

Reading about a new approach in a trade journal or on LinkedIn, then connecting with other professionals outside of YBS to see how other areas and industries are changing. Bringing back the best of those ideas to trial here.

A colleague finds a process, procedure or a way of working to be inefficient, ineffective or negatively affecting customers, colleagues and the society, so submits a ‘Bright Idea’ that would provide a solution and contribute to our overall process improvement.



What is it?

Taking action and being agile in our approach. Getting positive results and outcomes by removing barriers, wilfully adapting to challenges and finding solutions.

Why it's important:

The world is moving faster than ever before. We can't afford to let barriers and bureaucracy slow us down.

Key characteristics:

Bringing solutions not problems.

Moving at pace with drive and purpose.

Taking ownership or empowering decision-making.

Prioritising action over perfection.

What it's not:

Frantic.

Pushing through things like a bulldozer.

An excuse to dodge processes and governance.

Short-term thinking.

Reactive.

What it looks like in practice: A branch manager putting together a business plan for their branch and using that entrepreneurial spirit to really understand the commercial opportunities available in their local area; creating rationale for a new idea or change such as new opening hours.

A people leader that is struggling to recruit a vacancy who uses the opportunity to move away from 'we've always done it this way' thinking. Adapting to the challenging external job market with fresh thinking by collaborating with the recruitment team and trialling new ideas and approaches that will attract candidates.

Internally launching a new tool to trial an approach and see if it adds value, even if it's incomplete, rather than waiting indefinitely for a 'perfect' set of requirements.

A leader proactively looking ahead to properly plan for what's coming. Setting their team up for success through effective resourcing, as well as finding opportunities to build colleague capability will create the environment and strength for the team to thrive.

More Information

We've got some more videos for you here as well. There's an intro and then a deeper dive from the launch events, and then a short film highlighting some stories of how we're already starting to live these behaviours.

And don't forget to share your examples of colleagues really living our Behaviours in the comments below.

For colleagues in branches, please look in the media file in your Word share folder for the files called:

10_Behaviours_Intro_C_20201004.mp4

11_Behaviours_in_Detail_C_20201007.mp4

12_Behaviours_Video_C_20201007.mp4

Colleagues in Yorkshire Drive and Broad Gate can find the videos in the shared drives:

\\ybslwc02-fsq\Shared\Media\10_Behaviours_Intro_C_20201004.mp4

\\ybslwc02-fsq\Shared\Media\11_Behaviours_in_Detail_C_20201007.mp4

\\ybslwc02-fsq\Shared\Media\12_Behaviours_Video_C_20201007.mp4

For colleagues working from home or in our Peterborough office, please use these Vimeo links via a personal device:

<https://vimeo.com/463860876/de21ca94db>

<https://vimeo.com/463861353/060088b437>

<https://vimeo.com/463861792/d18a205ce3>