CERTITUDE

Values
& Behaviour Framework

Introduction

This Certitude behaviour framework describes how we can all contribute to the success of our organisation and to our own individual success.

These behaviours demonstrate the attitude and approach we should bring to our work and encompasses:

- how we do things
- how we treat others
- how we can expect to be treated.

The framework also identifies behaviours which will help us to achieve our organisation purpose and develop an organisational culture which makes Certitude a great place to work.

Certitude culture statement
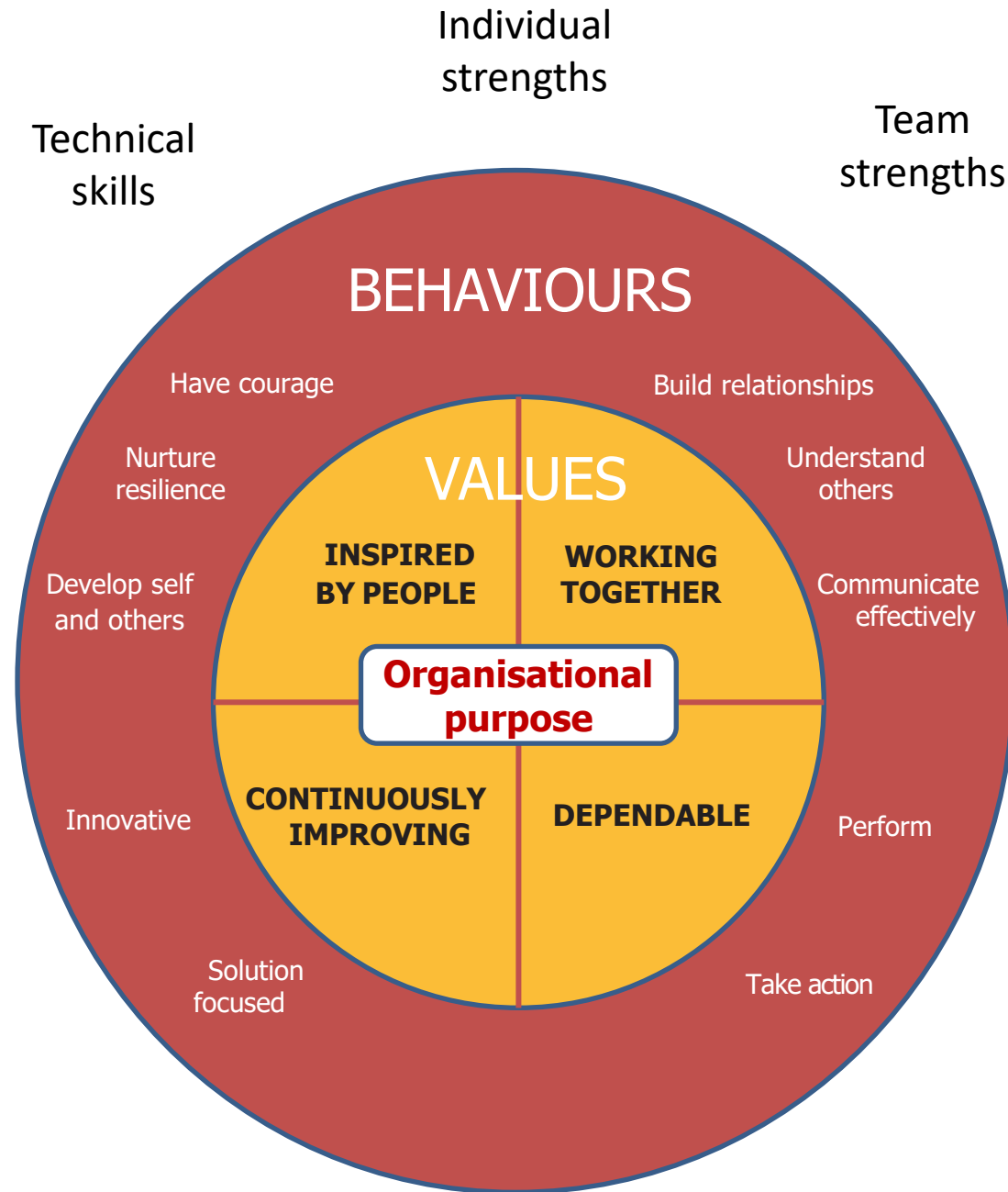
Our organisation purpose:

At Certitude, we exist to support people living with learning disabilities, autism or mental health support needs to live they life they want. We work and learn alongside individuals, their families, carers and others, so that they develop new skills, meet new people, experience new things, and bring their own unique brilliance to the world.

Our teams

We are proud of our wonderful teams who represent a rich diversity of cultural backgrounds, life experiences and talents. We strive to be a place where people can do their best work and be their best selves, as we believe everyone has something valuable to contribute.

Our work together

Whether you work directly supporting people and their families, or in one of our central office teams, we are all committed to a shared set of values and behaviours to deliver the best for those we support.

CERTITUDE.LONDON
FOR THE LIFE YOU WANT

Individual strengths

Technical skills

Team strengths

BEHAVIOURS

Have courage

Build relationships

Nurture resilience

Understand others

Develop self and others

VALUES

INSPIRED BY PEOPLE

WORKING TOGETHER

Communicate effectively

Organisational purpose

CONTINUOUSLY IMPROVING

DEPENDABLE

Perform

Innovative

Solution focused

Take action

The culture at Certitude is one of the core characteristics of our organisation. Our capabilities and strengths, enable us to deliver Certitude's core organisational purpose of providing high quality support to people and their families in London.

Our culture can be described through the values and behaviours that shape the way we work together, how we deal with challenges, and the inspiration and bravery people we support and teams across Certitude need to overcome challenges.

These values and behaviours are underpinned by technical competencies and individual strengths that we, our communities and partner organisations can bring to our work.

Understanding the behaviour framework

At the top of each page is the name of the value and a brief explanation of its importance

Under each value are two or three behaviours. In left-hand column are descriptions of the positive things we should all be doing to be successful in our roles.

INSPIRED BY PEOPLE

At the heart of everything we do is our belief in the current and future capabilities of the people we support and the abilities of our staff, managers and partners.

I am successful when I...

HAVE COURAGE
- Tackle difficult issues
- Am open and willing to share my views on issues
- Actively support issues of equality, diversity and inclusion
- Challenge poor practice and behaviours positively

NURTURE RESILIENCE
- Take responsibility for managing my emotional resilience
- Share and accept mistakes as learning opportunities
- Remain calm under pressure
- Support others through difficult issues

DEVELOP SELF & OTHERS
- Positively engage in learning and share with others
- Regularly seek out feedback to make positive changes
- Pursue continuous professional development
- Am aware of my impact on others

As a manager, I also make sure I...

HAVE COURAGE
- Inspire a confident culture of positive and calculated risk taking
- Promote and embody equality, diversity and inclusion
- Am willing to lead and take a stand on important issues that matter

NUTURE RESILIENCE
- Build confidence and optimism about the future
- Provide time and space for individuals to reflect on their levels of resilience
- Share tools and signpost my team to resources to build resilience

DEVELOP SELF & OTHERS
- Have stretching personal development goals
- Promote a learning culture inspiring growth and developing potential
- Invest time in reflecting on and improving my personal impact
- Share my learning, good practice and research with others

I am unsuccessful when I...

- Avoid tackling difficult issues
- Am unsupportive of change and risk
- Do not ask for help when I need it

- Don't keep my knowledge and skills up-to-date
- Take no action to support my own wellbeing
- Have inappropriate displays of frustration

The right-hand column describes additional behaviours from a manager's perspective. This will often mean using the behaviour more broadly and encouraging others to use the behaviour successfully. This is a useful reference point for anyone who wants to develop or be more effective in specific behaviours.

The bottom section describes the behaviours in terms of the things that will typically make us unsuccessful in our roles. These can often come from good intentions, but actually have a negative impact on what we're trying to achieve. Often, we might not even be aware of the impact, so it is important we get feedback that is delivered sensitively and with clear ways of being more successful.

Our values and behaviour clusters

The values are brought to life in the 10 behaviours listed below:

Inspired by people:
- Have courage
- Nurture resilience
- Develop self and others

Dependable:
- Perform
- Take action

Working together:
- Building relationships
- Understanding others
- Communicating effectively

Continuously improving:
- Innovative
- Solution focused

WORKING TOGETHER

We can only be successful by working with others to reach a common goal - valuing differences and collective strengths.

I am successful when I...

BUILD RELATIONSHIPS

• Build and maintain effective relationships
• Support requests for help
• Recognise the positive contributions of others
• Collaborate with others to produce the right outcomes

UNDERSTAND OTHERS

• Show empathy and understanding for different backgrounds
• Listen, allow others to speak and share thoughts and feelings
• Use questions and techniques to clarify understanding
• Challenge my assumptions and biases about others

COMMUNICATE EFFECTIVELY

• Use positive, and inclusive language
• Speak clearly and concisely
• Provide and share information in a timely manner
• Adapt my communication style to the needs of others

As a manager, I also make sure I...

BUILD RELATIONSHIPS

• Bring individuals and groups together to work on tasks
• Create a 'one team' culture which is inclusive and supportive
• Use the strengths of the team and others

UNDERSTAND OTHERS

• Support a climate of openness which feels safe and people flourish
• Value difference and encourage others to do the same

COMMUNICATE EFFECTIVELY

• Role model and promote effective communication
• Influence through identifying the benefits for others
• Deliver difficult messages to my staff in a supportive manner

I am unsuccessful when I...

• Work on my own when I should involve others
• Remain quiet instead of seeking clarification
• Do not help others understand my point of view.
• Gossip about others

• Do not share information
• Interrupt and talk over people
• Work from own bias, assumptions and agenda

INSPIRED BY PEOPLE

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- Am open and willing to share my views on issues
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- Challenge poor practice and behaviours positively

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DEVELOP SELF AND OTHERS

- Positively engage in learning and share with others
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NUTURE RESILIENCE

- Build confidence and optimism about the future
- Provide time and space for individuals to reflect on their levels of resilience
- Share tools and signpost my team to resources to build resilience

DEVELOP SELF AND OTHERS

- Have stretching personal development goals
- Promote a learning culture, inspiring growth and developing potential
- Invest time in reflecting on and improving my personal impact
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I am unsuccessful when I...

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CONTINUOUSLY IMPROVING

Be creative, innovative and resourceful in finding solutions which develop systems, transform lives and help realise potential.

I am successful when I...

INNOVATE

- Share new and unconventional ideas
- Regularly review practice to improve quality
- Sense check ideas by talking through with others
- Evaluate and celebrate successes

SOLUTION FOCUSED

- Always looking for ways to improve what I do
- Willing to consider a range of possible solutions
- Recognise when to escalate issues

As a manager, I also make sure I...

INNOVATE

- Give my teams space to reflect on and improve practice e.g. away days
- Look for external benchmarks and research to improve quality
- Positively embrace and role model change so others do the same
- Create an environment where ideas are actively encouraged

SOLUTION FOCUSED

- Apply analytical rigour and critical thinking to solutions
- Can work with ambiguity and incomplete data to make decisions
- Consider the wider problem, systems and root causes
- Encourage curiosity and exploration

I am unsuccessful when I...

- Reject new ideas and ways of working
- Have good ideas but am not willing to share them
- Don't participate in practice improvement activities

- Get stuck in the problem
- Don't acknowledge a problem exists
- Have an unwillingness to accept things can be improved

DEPENDABLE

In a context of change and adaptation, we must deliver consistently high quality support others can trust and rely on.

I am successful when I...

PERFORM

- Work to a high quality and standard in line with expectation and guidance
- Take accountability and responsibility for my work
- Am professional, reliable and deliver on commitments and promises
- Put the needs of the people we support at the centre of my actions

TAKE ACTION

- Organise work to meet deadlines
- Escalate and take swift action as appropriate
- Am flexible and adapt to change
- Keep others informed of progress being made

As a manager, I also make sure I...

PERFORM

- Set clear objectives and expectations that define success
- Regularly review work and monitor performance
- Encourage my team to strive for excellence

TAKE ACTION

- Adapt different leadership styles to ensure the right action is taken
- Plan ahead, identify potential issues and be adaptable
- Ensure my team have the right resources and support
- Utilise my strengths and the team's to get things done

I am unsuccessful when I...

- Am unreliable
- Avoid learning new things
- Agree to objectives I do not fully understand or feel competent to do

- Do not engage well with change
- Ignore opportunities to improve my work
- Ignore poor practice

Appendix 1

Examples of how to apply the values and behaviour framework – for managers

1. Objectives setting in Annual Reviews

When setting objectives think about which values and behaviours will be needed to be successful. Focusing on developing and using a specific behaviour or elements of a behaviour will help to lead to more successful outcomes.

2. One to ones

Refer to the values and behaviours regularly during one to ones. This gives you an opportunity to engage staff in reflecting on how they do their jobs and focus on how to achieve successful outcomes.

3. Team culture development

When designing away days for team building, use the values and behaviour framework to identify what you do well as a team. Take the time to celebrate and recognise your success! You can also highlight specific areas of behaviour you want to improve as a team. Add these to your service improvement plans.

4. Decision making

In meetings where you are making decisions that will impact others, challenge and be open to challenge about whether it fits with our values and the culture we are trying to create. Be brave!

Additional support:

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