

# Our New Behaviours

Creating a great place to work for all

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## The behaviours will drive our culture and transformation plans



### Be Curious

“We use our wisdom to question and challenge”

“We speak openly and listen to the views of others”

“We try new things and encourage others to do the same”

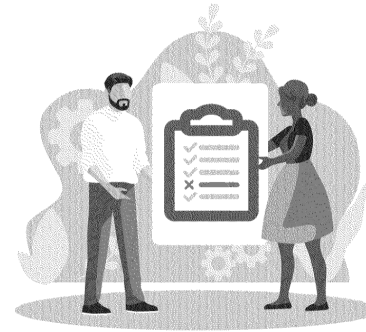


### Move it forward

“We hold a high bar on performance”

“We make bold decisions for today and the future”

“We cut through complexity and execute with pace”



### Own the outcome

“We take full ownership”

“We have high levels of personal integrity”

“We support business change and find the way forward”



### Back each other

“We trust and encourage each other”

“We are in it together”

We treat others with respect and dignity at all times”

# Outcomes



## Save to Invest

We will transform how we operate and spend.

All to create capacity and invest more in reducing postmaster costs.



## Thriving Partnerships

We will actively develop existing partnerships and build new ones with postmasters, Strategic Partners and commercial partners.

All to create more value for our postmasters and local communities.



## Fuelled by Digital

We will grow our digital capability and revenue and use digital to drive better experiences through our customer journeys, and particularly to enable easier and faster in-branch transactions.

All to create the funding and footfall to ensure our Postmasters thrive.



## Create New Confidence

We will develop our capability, rebuild confidence, and rediscover the joy of delivering as one Post Office.



# Performance Ratings Matrix 2024-25

Performance Ratings Matrix assessing delivery of Performance Objectives (What) and Behaviours (How)

<div>↑</div> <div>What</div>	5. Exceeded all Objectives / Development Objectives & Key Results	Refer to talent team	3. You had a great year		4. You've had an excellent year	5. You've had an exceptional year
	4. Exceeded two or three Objectives / Development Objectives & Key Results		3. You had a great year		4. You've had an excellent year	
	3. Achieved all Objectives & / Development Objectives Key Results	1. You've missed delivery standards this year – action required	3. You've had a great year		4. You've had an excellent year	
	2. Have not successfully achieved one or two Objectives / Development Objectives & Key Results	2. You've had an inconsistent year – opportunity for development				
	1. Significantly below standard on most or all Objectives / Development Objectives & Key Results	1. You've missed delivery standards this year – action required		Refer to talent team		
		1. Behaviours are not demonstrated	2. Emerging Emerging for all behaviours Some opportunities to develop behaviours and give some more focus	3. Accomplished Accomplished in demonstrating all behaviours. Demonstration of behaviours are a genuine and consistent strength, they constantly receive feedback that tells them so	4. Role Models Role models all behaviours. You can point to them as someone who demonstrates what good looks like, and others will learn from	
		How <div>→</div>				

Matrix is intended as a guide, there will be occasions where manager and/or GE discretion is needed  
All ratings are subject to a business review.

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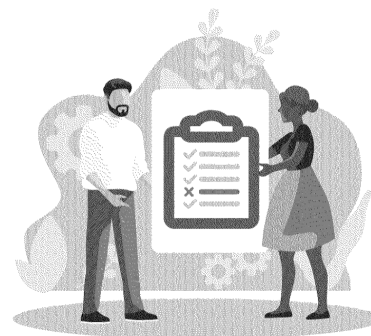
# Behaviours briefing and activity timeline



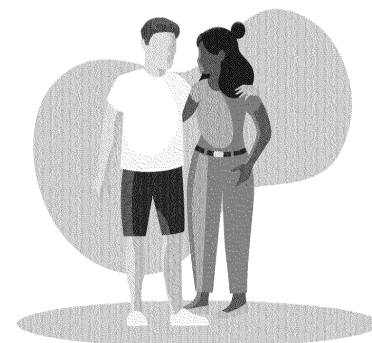
Be Curious



Move it forward



Own the outcome



Back each other

Date	Content and activity – outcomes, behaviours and objective setting launch	Audience
17 July	All-colleague behaviours launch 17 July town hall	All colleagues
W/c 22 & 29 July	Workshop sessions led by L&D team and Teams Live with Q&A for colleagues and line managers – setting SMART objectives with the new outcomes and behaviours	Line mgrs & colleagues
W/c 22nd July	Embedding campaign: Desktop backgrounds to switch over to the new behaviours	All colleagues
W/c 29th July	Embedding campaign: Post-launch video of colleague vox pop compilation	All colleagues
W/c 5th Aug	Embedding campaign: New printed materials drop in site locations: pop-ups, z-cards, posters, table talkers, booklet	All colleagues



# Appendices

Creating a great place to work for all





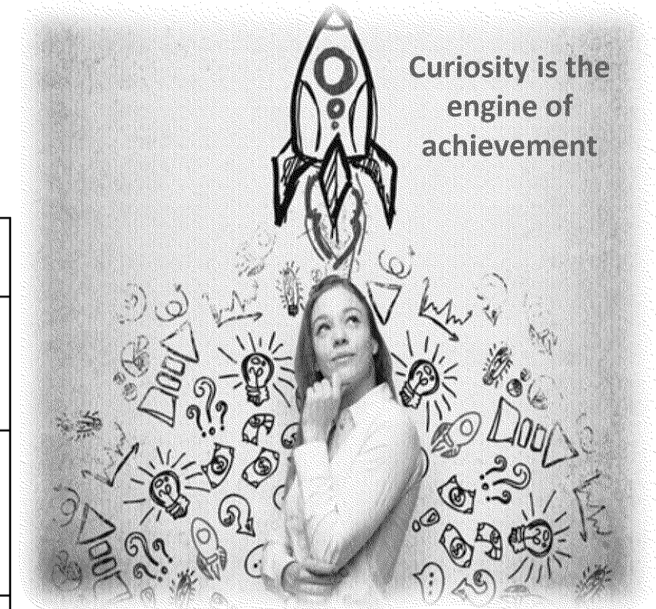
## A closer look at..... 'Be Curious'

Ask the questions you think need to be asked and push for the truth if you ever think it is missing

### Observable behaviours

- Inclusive of others, exploring and appreciating alternative views and opinions
- Speak openly, listen, challenge and ask questions to protect the integrity of the business
- Bring wisdom, insight and bold thinking to the table
- Display courage to try out new things and create opportunities for others to do the same

Emerging	Accomplished	Role Model



- **Emerging** – Some opportunities to develop this behaviour and give some more focus
- **Accomplished** – it's a genuine and consistent strength, they constantly receive feedback that tells them so
- **Role Model** – you can point to them as someone who demonstrates what good looks like, and others will learn from

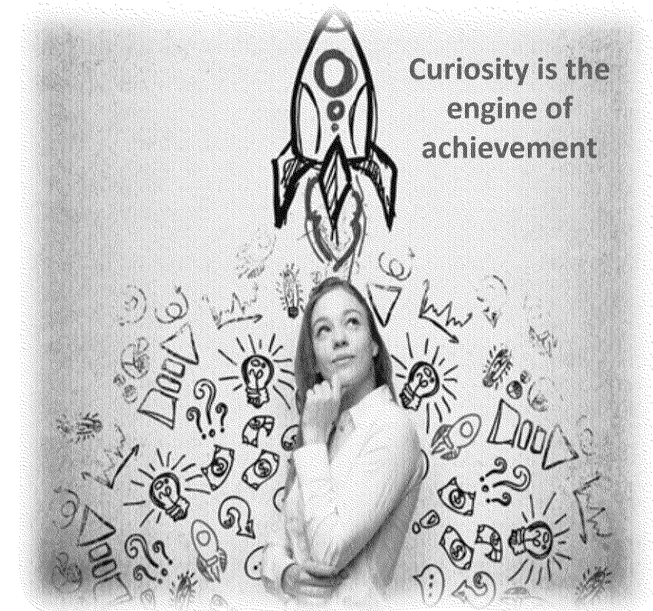
## A closer look at..... 'Be Curious'

Ask the questions you think need to be asked and push for the truth if you ever think it is missing

### Observable behaviours

- We are inclusive of others, exploring and appreciating alternative views and opinions
- We move beyond “shallow curiosity” that seeks surface-level information and encourage “deep curiosity”
- We bring wisdom, insight and bold thinking to the table
- We display courage to try out new things and create opportunities for others to do the same
- We display self-led curiosity to problem solve, without assuming we know the answer from experience
- We speak openly, listen, challenge and ask questions to protect the integrity of the business
- We encourage and create a safe environment for innovation, exploration, learning and understanding

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- **Role Model** – you can point to them as someone who demonstrates what good looks like, and others will learn from