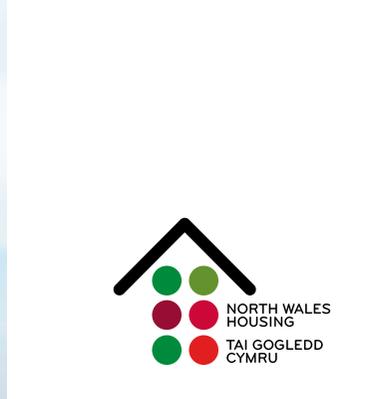




Finding the right balance

Three red circular icons are arranged vertically in the center of the red background. From top to bottom, they are: an upward-pointing arrow, a heart, and a five-pointed star.

Welcome to Finding the right balance



Recognising the value of our work

This is your guide to our ways of working. We've always had them, but for the first time, we've decided to write them down. Our ways of working are built on three core themes:

Strive, Relate and Make a difference – and they are based on the values our business is built upon.

Under each area, there are individual ways of working to guide the way we go about things, making sure that we 'Do the right thing'.

What's it all about?

Put simply, our ways of working are here to guide us in everything we do at North Wales Housing, from the way we talk to our customers, to the way we act towards one another.

They're designed to make sure we're achieving just the right balance between what you put in to the business and what you get out in return. They're a clear, two-way guide for us all to follow, team members and managers alike. So take a look through each one and have a think if there's any area you could do more to embody.

What's in it for me?

Our behaviours will help us build:

- A truly great place to work
- An even better service for our customers
- Enjoyable, rewarding careers of our own

To make sure you get the most from your career with us, they will also form the foundation of your personal review, REAL Time. We all have different roles and different levels of responsibility. Our ways of working will make sure everyone is being rewarded and developed fairly on the same basis – against each of our values.

Strive

Being the best we can be

- Aligning with organisation
- Fully participating in working together
- Being positive and making an effort



You exemplify this by:

- Recognising the value of the work we do
- Working in line with our organisation's goals and way of thinking
- Being prepared to ask for and take direction
- Being dependable, loyal and consistent in the way you work
- Showing you are happy to get involved and go the extra mile for customers/colleagues
- Contributing fully and sharing your own ideas, thoughts and time willingly
- Offering help and support, as well responding to customers/colleagues requests for this
- Asking for help when you need it
- Building relationships and working together with colleagues both within and outside of your team
- Enabling flexible working where possible
- Finding ways to enjoy your work and be engaged by using your time productively
- Showing others the way ahead through positive encouragement and support
- Taking pride in completing your work thoroughly and to a good standard
- Persevering to achieve goals despite obstacles, constraints or setbacks
- Ensuring your team understands where they fit in with the bigger picture
- Encouraging teams to work together within and outside of our organisation
- Inspiring others to achieve what is required

Text in grey applies to everyone, text in green applies especially to managers and supervisors.

“ Seeing tenants and residents move on to better things, we know we had a helping hand in their progression. ”

You compromise this by:

- Losing sight of the core purpose of the organisation
- Sharing your own views in a way that might compromise our reputation
- Following your own personal agenda regardless of what has been agreed
- Not following policies and procedures
- Sticking rigidly to your job description
- Forgetting that we all work for the same organisation
- Being reluctant to contribute, for example, in meetings or when volunteers are needed
- Panicking or giving off 'don't ask me for help' signals
- Being too proud or lacking the confidence to ask for help
- Reinforcing segregated working through criticism or gossip about other areas
- Wasting time through chatting
- Draining the life out of others by focusing on the negatives and not on the way forward
- Tolerating negativity from colleagues
- Being content to do the minimum or not caring about the quality of work you produce
- Giving up if it gets difficult
- Allowing unfair criticism of other areas to go unchallenged

Relate

Giving a little respect

- Engaging and communicating with others respectfully
- Listening to others and taking account of their views
- Showing empathy with others



You exemplify this by:

Being approachable and welcoming – smiling and showing interest in others

Being calm, collected and polite, even in difficult situations

Communicating in a way that is clear and matches the needs of the people involved

Appreciating input from others and saying 'thank you'

Keeping customers/colleagues well informed

Listening carefully and attentively to others

Seeking and taking account of the views of customers/colleagues

Readily acting on what you hear and on what is communicated

Showing empathy with how customers/colleagues feel in different situations

Ensuring others see you as professional in the way you speak, act, dress and use the work environment

Giving regular updates to staff and enabling them to clarify understanding

Ensuring effective structures for communication between teams and across departments

Appreciating the challenges staff face when working with customers

Understanding that staff may have other things going on in their lives that could affect their work

Text in grey applies to everyone, text in green applies especially to managers and supervisors.



We've created some great projects and this helps us stay one step ahead of the opposition. It's great to get respect and recognition in our region.



You compromise this by:

Ignoring or not acknowledging people you come into contact with

Responding to difficult situations in an unpredictable way

Lacking a sense of humour or using it when it's inappropriate

Getting distracted or focusing on your own agenda when someone is trying to tell you something

Inappropriate use of mobile devices in meetings, e.g. checking emails

Allowing staff to find out about important things incidentally or after the event

Relate

Being honest and open

- Being honest and open even if it brings challenges
- Doing what you say you will do
- Doing the right thing



You exemplify this by:

Sharing information in a timely and open manner

Being honest whatever the consequences might be

Owning up when you make a mistake or something goes wrong

Having the courage to give bad news or say no to requests from the outset if something isn't possible

Following through on what you say you are going to do

Managing expectations where it is not possible to do what was agreed

Getting things right and accurate first time

Recognising where further professional advice or expertise is needed and pursuing this

Understanding where the boundaries lie between personal and professional life

Ensuring resources are put to good use

Ensuring the need for confidentiality is respected

Leading by example – doing what you expect of staff

Text in grey applies to everyone, text in green applies especially to managers and supervisors.

“I think we're at our best when we're doing things in new ways. We're looking for solutions rather than problems.”

You compromise this by:

Deliberately withholding information without good reason

Making false promises or commitments

Skipping events you have agreed to attend without explanation

Seeking to get time off when it is not legitimate

Operating in ways that are beyond your authority or outside of your competence

Not being straight with the people you manage

Relate

Giving everyone fair chances

- Treating others fairly
- Appreciating and valuing different people



You exemplify this by:

Being happy to help others whoever they are and whatever their background

Treating everyone well regardless of how they treat you – modelling the behaviour you expect of others

Acknowledging there are different views and ways of working, without taking this as negative

Recognising that all colleagues have a valuable part to play regardless of their role

Consulting with staff in a representative way

Offering flexibility to accommodate staff differences and needs, but within common bounds and principles

Text in grey applies to everyone, text in green applies especially to managers and supervisors.



I'm at my best when I know the scheme we're working on will help people to be more independent. Seeing people progress and manage their own budget is really rewarding.



You compromise this by:

Making judgements about what help people deserve

Making personal or negative comments to put others down

Unintentionally hurting others by not being mindful of their perspective or differences

Seeking special treatment for some staff and not others without justification

Make a difference

Our actions speaking louder than words

- Managing workload effectively
- Taking responsibility for achieving goals
- Making effective decisions and using good judgement



You exemplify this by:

Being self aware and realistic about what you can and can't do

Being able to prioritise work and switch tasks when priorities change without losing momentum

Planning and organising work into bite-sized chunks and allocating appropriate time to these

Preparing well and thinking ahead to ensure work flows smoothly and deadlines are met

Focusing on what needs to be done overall, but knowing when the small things matter

Ensuring the basics are done well – providing a good service to customers/colleagues

Seeking to personally resolve complaints and issues as they arise

Weighing up relevant information and identifying links to solve problems or make decisions

Being decisive and consistent about the best course of action to take, drawing on established principles

Understanding wider implications of decisions or actions

Monitoring progress against plans and acting to address risks to delivery

Delegating work effectively with consideration of capacity, strengths/development areas and support needed

Noticing if staff are struggling or stressed and taking action to alleviate

Readily communicating decisions and ensuring staff understand the rationale

Enabling efficient decision making

Empowering and supporting people to take decisions and be accountable for them at the right level

Text in grey applies to everyone, text in green applies especially to managers and supervisors.

“We did a new project in an old building in Llangollen and won the National Renovation Award. But the main thing was, that three families were able to move in to a new home.”

You compromise this by:

Underestimating or overcomplicating what is required

Struggling to deal with more than one priority or doing this at the expense of longer term priorities

Looking for excuses or blaming others if you haven't delivered

Avoiding tackling problems or difficult issues

Regularly making last minute requests or allowing insufficient time for others to plan work properly

Wasting other people's time e.g. allowing meetings that are too long, too frequent or unproductive

Allowing or reinforcing a blame culture

Delegating work without establishing control mechanisms

Making people fearful of taking the wrong decisions or making mistakes

Rushing decisions because they have been postponed

Delaying decisions that have a significant personal impact on staff (e.g. on work-life balance issues)

Make a difference

Finding a better way

- Having a desire to personally develop and improve
- Embracing change and finding the best way forward
- Making the most of opportunities to enhance performance



You exemplify this by:

Showing that you want to get on and improve yourself

Undertaking learning and development that will be of benefit to our business, as well as to yourself

Readily updating and applying knowledge of your own subject area, or knowledge of policies/procedures

Working with the organisation to achieve change

Finding better ways to do things – be they practical, logical or creative

Offering insight and being alert and challenging about the best way forward

Being open to giving and receiving balanced and constructive feedback

Offering praise and recognition for good work

Having the courage to take informed and managed risks every now and again to attain better outcomes

Giving clear guidance and clear advice to colleagues to help them work more effectively

Enabling others to develop in their roles by assisting with finding appropriate opportunities, time and budget

Coaching staff to fulfil their potential

Making it clear that under-performance will be addressed and doing so at the first signs of issues arising

Text in grey applies to everyone, text in green applies especially to managers and supervisors.

“I remember when it was a tenant’s 90th birthday. So we decided to make a cake and deliver it to him personally. It really did make his day. It’s the small details that make a big difference.”

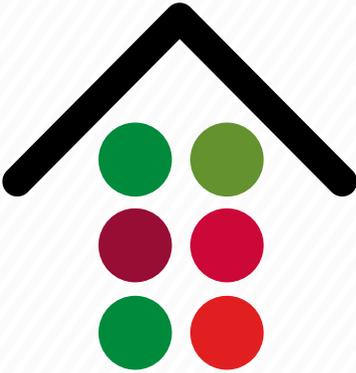
You compromise this by:

Being reluctant to pursue learning and development opportunities

Being more concerned about your own development than about what is good for your team/organisation

Having misplaced confidence in your own knowledge and abilities

Being resistant to new processes or ways of thinking



	We believe in:	You exemplify this by:
Strive	Being the best we can be (Commitment)	<ul style="list-style-type: none"> Aligning with the organisation Fully participating in working together Being positive and making an effort
Relate	Giving a little respect (Respect)	<ul style="list-style-type: none"> Engaging and communicating with others respectfully Listening to others and taking account of their views Showing empathy with others
	Being honest and open (Integrity)	<ul style="list-style-type: none"> Being honest and open even if it brings challenges Doing what you say you will do Doing the right thing
	Giving everyone fair chances (Equality)	<ul style="list-style-type: none"> Treating others fairly Appreciating and valuing different people
Make a difference	Our actions speaking louder than words (Responsibility)	<ul style="list-style-type: none"> Managing workload effectively Taking responsibility for achieving goals Making effective decisions and using good judgement
	Finding a better way (Learning)	<ul style="list-style-type: none"> Having a desire to personally develop and improve Embracing change and finding the best way forward Making the most of opportunities to enhance performance

