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1. Introduction to the Lloyd’s Register Behavioural Competencies user guide

As a professional services firm, the success of Lloyd’s Register rests on the capabilities of its people which is why Right People, Right Place, Right Time is one of the pillars of our strategy map. Defining, identifying, measuring and developing these capabilities is essential in ensuring we have the right people in the right place, and to a degree, at the right time.

Capabilities can be broken down into Technical and Behavioural Competencies; to be competent in a role, a person needs both as demonstrated by their mutual inclusion in the frameworks published by professional bodies as requirements for chartered status etc.

This guide will help you to understand what behavioural competencies are, why they are important to our business and also how they will be embedded and used in the key people management and development cycle (see below).

You can also find an interactive presentation that overviews and explains the behavioural competencies and their application on the hub.

2. What are Behavioural Competencies?

Behavioural competencies or ‘behaviours’ as they are sometimes referred to are effectively the attributes we display as we carry out our work, the ‘how’. For instance:

- How we communicate
- How we interact and work with others – our team and our clients
- How open-minded we are to new ideas and ways of working
- How we plan and organise our work to meet deadlines and targets
- To what extent and how we share our knowledge and expertise with others
- How we develop ourselves and those we manage and lead

Why are they Important?

Sometimes behavioural competencies are referred to as the “soft skills”, however there is nothing soft about them; they have a hard impact on performance and hence service quality and customer and employee satisfaction and ultimately business performance. The link to our strategy map and business performance is described later in the guide and the dictionary also describes why each competence ‘matters’ to LR.

LR’s technical knowledge and expertise is critical to our success but how this knowledge, experience and expertise is applied (the behaviours and attributes displayed as you work) differentiates high performance and when combined with our personal values and motivation enable or derail success in a role (see diagram below).

It is not always easy to identify and discuss the behaviours that underpin excellent performance, but we all know when they are lacking or are present. We all have experiences when a service has been technically right but left us dissatisfied or even annoyed, or the converse, when a produce or service has not worked, however we have been left satisfied by the way we have been treated. For example the perfect tasting meal spoiled by the experience that surrounded it.
3. Development of the Behavioural Competency framework

Why the new framework and how was it developed?

Over time, and for historically valid reasons, LR had developed multiple and very different behavioural competency frameworks (e.g. Global Competency Framework, Marine Behavioural Competencies, LR Leadership Model), each with some benefits but also limitations. This new framework has taken the learning and insights gained from these and combined them, along with benchmarked research, into a single, fit for purpose framework. This framework now supersedes all previous frameworks.

When developing the new framework we looked to answer the following questions, capture the learning from previous models and research, and support the vision to unite as One World, One Purpose, One Team.

- What are the positive behaviours that would contribute most to our success?
- What are the behaviours that are necessary to deliver on the strategy map/plan?
- What behaviours align to our values?
- What negative behaviours would impact our business?
- What are the behaviours that would differentiate us from our competitors?
- What are the positive behaviours that are prevalent in a high performing organisation?
- What are the behaviours that differentiate the good from the exceptional?

Inputs to the Development of the Behavioural Competencies

The framework was then tested with key stakeholder groups from across LR to gain views and feedback and validate the final model. As a result this framework summarises the qualities, characteristics, attitudes and behaviours that will be key to success in and of LR.

4. Structure of the framework

The behavioural competencies (BC’s) are grouped into 6 areas of focus, each of which are important for LR’s success, indeed we can assess the health of the organisation or units within it by evaluating our strength in each area;

- External Focus: Is having industry vision and insight and a deep understanding of our stakeholder needs ensuring we develop and deliver valued world-class service, ultimately sustaining the LR Group and fulfilling our mission of adding value to society.
- Working Together: Is about inspiring, empowering, motivating and valuing each other. It means building and maintaining supportive relationships, respecting diversity and cultural difference, and resolving conflict to create positive, productive, safe and efficient working environments.
- Professional Expertise: Is about developing and maintaining world leading expertise, knowledge and skills through, self-development, training, knowledge sharing and experience. This is at the heart of our reputation, is key to our competitive advantage and is essential in providing impartial, expert, valued services that keep people safe.
- Setting Direction: Is about providing clarity of purpose, role, priorities and objectives based on understanding the big picture and the full complexity of the context/environment. It means planning ahead with focus and personal ownership for the top & bottom line, whilst remaining true to LR’s values and never compromising on safety.
- Delivering Results: Is about taking ownership for and delivering results. It includes developing clear and robust plans of action and confronting and managing both problems and opportunities as they arise. It means managing and reviewing the performance of individuals, against expectations, taking corrective action when necessary with timely and sound decisions and judgement.
- Improving and Innovating: Is about continually challenging ourselves to develop our skills, expertise and capabilities, and to challenge the conventional way of doing things, generating new, innovative ideas, products / services ensuring that we maximise our individual and collective potential.
5. The Behavioural Competencies

There are fourteen Behavioural competencies in the whole framework grouped into the six clusters described in section 4. In any given role or application, 6-9 competencies will be most critical to success; therefore not all fourteen Behavioural Competencies will be relevant for every role, some being role specific.

### Which competencies apply to me in my role?

Behavioural competencies will be mapped with levels against each role within each business stream; key managers and experts for your area, with the support of HR colleagues are in the process of completing this mapping exercise.

Mapping of Behavioural Competencies to the management and leadership job family will replace the existing leadership model. This will enable LR to assess managers and leaders against criteria appropriate to their level and experience. It will also mean we will no longer use the same model to assess technical leaders.

#### Benchmarking

Some benchmarking of other roles has taken place where BCs have been assigned to generic role profiles (templates can be found on the PPP website). It is suggested that as part of PPP, you together with your manager, should identify four behavioural competencies from the framework that will be critical in helping you to achieve your PPP objectives.

### Competencies Alignment with the Strategy Map

The LR Strategy Map is an important framework in guiding our decisions and action and therefore in developing the competencies framework it was essential that was designed to address all four pillars of the map. The alignment of the behavioural competencies with each pillar is presented in the diagram below.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Behaviour</th>
<th>Drive External Focus</th>
<th>Right people, right place, right time</th>
<th>Lead Technology Change</th>
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<tbody>
<tr>
<td>External Focus</td>
<td>1. External Focus</td>
<td>External Focus</td>
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<tr>
<td>Working Together</td>
<td>2. Team Work</td>
<td>Commercial Knowledge &amp; Focus</td>
<td>Decision Making</td>
<td>Strategic Thinking</td>
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<tr>
<td>Professional Expertise</td>
<td>3. Inspiring &amp; Motivating Others</td>
<td>Analysis &amp; Problem Solving</td>
<td>Professional Expertise</td>
<td>Innovation &amp; Continuous Improvement</td>
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<tr>
<td>Setting Direction</td>
<td>4. Communicating &amp; Influencing</td>
<td>Planning &amp; Organising</td>
<td>Communicating &amp; Influencing</td>
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<tr>
<td>Delivering Results</td>
<td>5. Professional Expertise</td>
<td>Setting Goals &amp; Priorities</td>
<td>Managing &amp; Driving Performance</td>
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<tr>
<td>Improving &amp; Innovating</td>
<td>6. Strategic Thinking</td>
<td>Developing Self &amp; Others</td>
<td>Developing Self &amp; Others</td>
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<td>7. Commercial Knowledge &amp; Focus</td>
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<td>14. Innovation &amp; Continuous Improvement</td>
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**Organisational Values**

- LR consistently delivers superior customer value
- LR consistently delivers superior customer service
- LR people provide customers with a high degree of confidence
- LR is recognised for its technological edge

**Existing Competencies**

- Portfolio management
- Project management
- Change management
- Budgeting and financial control
- Conflict resolution

**Frameworks Benchmark**

- Research
- Innovation
- Continuous improvement

**Values**

- LR is committed to delivering superior customer value
- LR creates a high-performance culture through effective leadership
- LR undertakes focussed collaborative R&D with universities and institutions

**Vision**

- LR consistently delivers superior customer value
- LR consistently delivers superior customer service
- LR people provide customers with a high degree of confidence
- LR is recognised for its technological edge

**Core Beliefs**

- Retain and grow business with customers & key accounts
- Improve service delivery processes
- Retain, develop and recruit the right people
- Provide thought leadership that drives our service portfolio

- Strengthen the portfolio through corporate development
- Deploy resources effectively and lean supporting processes
- Ensure our people are safe at all times
- Engage customers & regulators in development activities

- Build strategic capabilities, knowledge an expertise in critical infrastructure & systems
- Develop business systems that give LR the service and technological edge
- Create a high performance culture through effective leadership
- Undertake focussed collaborative R&D with universities and institutions

**Strategic Objectives**

- Retain and grow business with customers
- Improve service delivery processes
- Retain, develop and recruit the right people
- Provide thought leadership that drives our service portfolio

- Strengthen the portfolio through corporate development
- Deploy resources effectively and lean supporting processes
- Ensure our people are safe at all times
- Engage customers & regulators in development activities

- Build strategic capabilities, knowledge an expertise in critical infrastructure & systems
- Develop business systems that give LR the service and technological edge
- Create a high performance culture through effective leadership
- Undertake focussed collaborative R&D with universities and institutions
6. Describing the Competencies – dictionary overview

How Competencies are described/presented in Dictionary

Each competency has two pages within the dictionary. The first page provides the definition and explains the relevance of the specific competency to LR’s success – why it ‘Matters’ to LR. It also highlights how each competency links to the related LR Value and provides Key Words that are associated with the competency to aid understanding and definition. There is a small section which provides ideas on how you can develop the competency (you will find a more detailed and comprehensive section on ‘Developing your Behavioural Competencies’ at the back of the dictionary).

Behavioural indicators and levels

The indicators are the core of the framework; they describe in detail examples of the behaviours that are required for LR’s success. They are detailed to ensure individuals and managers can have clarity on what is expected and thus provide greater transparency and objectivity in key processes (performance management, recruitment, promotion, development etc.).

Indicators are split into two categories, negative indicators and levelled desired positive indicators. The negative indicators describe the behaviours that are not acceptable within LR and if demonstrated need to be addressed through feedback and development.

The positive indicators are broken down into levels recognising that although different jobs may require the same competency the level of sophistication and complexity in the behaviour can differ significantly.

For example, ‘Communicating & Influencing’ would be a relevant competency for an office receptionist and for a senior manager. However, the way in which the competency would be displayed and the sophistication and complexity of associated behaviours would be very different.

These differences are broken down into ‘Competency Levels’ (from A-E) and illustrated with a range of behavioural indicators, making it easier to profile jobs, evaluate individual performance and identify development needs. This scale is intended to be ‘cumulative’ in that if an individual is effectively demonstrating level C behaviours, s/he must also be displaying level A and B behaviours.

Competency levels do not hard map directly to job grades, however, broadly speaking:

- Level E behaviours typically relate to Grade 6 positions
- Level D behaviours typically relate to Grade 5 positions
- Level C behaviours typically relate to Grade 4 positions
- Level B behaviours typically relate to Grade 3 positions
- Level A behaviours typically relate to Grade 1 & 2 positions

There will of course be exceptions to the guidance in the table above, and it is anticipated that some competencies will be required at higher levels in some roles. For example, you might expect a role in Sales (e.g. an Account Manager) to display a higher-level competence for ‘Communicating and Influencing’, or that a Technical Lead role would require a higher-level competence for ‘Professional Expertise’. If lower level behaviour is required in a given role, this is not a negative thing – it simply indicates that the complexity of behaviour required for that role is more basic.

The Framework does include ‘Professional Expertise’ which describes the level of technical competence required; detailed technical competencies (skills and knowledge) relating to specific roles or functions are contained within the Technical/Professional Career Pathways to which you can refer.
Behavioural competencies come to life within our key people processes (see diagram below). As an individual and or manager you will become familiar with the competencies as you work with them within each of these activities.

Whilst specific guidance on how to apply the competencies will be provided separately with each of these activities / processes the diagram below describes the how and why the competencies will be incorporated and used.

Recruit / Promote
The behavioural competencies provide clear measures of the qualities we require within a role, ensuring all those involved are aligned on the key criteria for selection (manager, HR and the candidate). The competencies also inform and shape the assessment / selection tools we use e.g. psychometrics, 360 feedback etc. Together these enable us to be accurate and transparent in our selection decisions and also enable us to provide useful feedback.

Develop
The competencies provide detailed descriptions of what good looks like and therefore provide a key tool for identifying development needs / gaps in competence either in relation to a person's current role or the role they aspire to. Together with the development guide the framework then allows specific and clear development goals to be set which can be supported through a blend of learning actions.

Manage (including PPP)
Clarity of role and expectations is essential for high performance and employee engagement. This clarity is particularly important when setting and reviewing objectives both in terms of ‘What’ needs to be achieved and the manner in which this is achieved (the ‘How’). The competency framework provides the basis for real clarity of what is expected against a role and removes ambiguity in setting and reviewing the behaviours aspect (the ‘How’) of performance.

Career Planning
Supporting people to develop their careers within LR is critical to our success; ensuring people have the opportunity and support to reach their full potential directly impacts our reputation for expertise and high professional standards. Behavioural competencies are included in many professional frameworks and we have mapped the LR competencies to ensure they support progress within the profession. As the competencies are also mapped and levelled against roles they provide clear guidance on what is required if you would like to move laterally or vertically within LR. Development towards these is then supported by the competency development guide.

Succession
To build and sustain the success of LR we need to ensure we know, and can accurately describe, what capabilities we need at the different levels of the organisation. We can then plan the development paths of individuals to ensure we have the right people available, with the right capabilities, at the right time. The behavioural competencies provide the framework to describe the required capabilities against the different roles at different levels and therefore provide the foundations for succession planning. Using sophisticated psychometric instruments etc linked to the competencies we will also be able to more accurately evaluate peoples potential to progress successfully into new roles.
# 8. Behavioural Competencies dictionary

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<td></td>
<td>4. Communicating &amp; Influencing</td>
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<td>Professional Expertise</td>
<td>5. Professional Expertise</td>
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<td>14. Innovation &amp; Continuous Improvement</td>
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## The Lloyd’s Register Group Behaviours Framework

**External Focus:** Is having industry vision and insight and a deep understanding of our stakeholder needs ensuring we develop and deliver valued world-class service, ultimately sustaining the LR Group and fulfilling our mission of adding value to society.

**Working Together:** Is about inspiring, empowering, motivating and valuing each other. It means building and maintaining supportive relationships, respecting diversity and cultural difference, and resolving conflict to create positive, productive, safe and efficient working environments. One world – One Purpose – One Team.

**Professional Expertise:** Is about developing and maintaining world leading expertise, knowledge and skills through, self-development, training, knowledge sharing and experience. This is at the heart of our reputation, is key to our competitive advantage and is essential in providing impartial, expert, valued services that keep people safe.

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**Improving and Innovating:** Is about continually challenging ourselves to develop our skills, expertise and capabilities, and to challenge the conventional way of doing things, generating new, innovative ideas, products / services ensuring that we maximise our individual and collective potential.
### 1. External Focus

#### Definition

...is having the insight, ambition and expertise to deliver a valued world-class service; understanding needs and providing focused, expertise based services. This equally applies to meeting the needs of internal stakeholders.

#### Why it matters

We have to be trusted to provide exceptional service and value. We need to work as a team at every level towards one common purpose of health and safety, integrity and efficiency. We want to inspire confidence, demonstrate quality and impartiality, providing the right expertise and the right professional support in every situation. Delivering a consistently outstanding service will help us safeguard our business with existing and potential customers, ultimately sustaining the LR Group and fulfilling our mission of adding value to society.

#### Link to Our Values

We care, We share our expertise, We do the right thing

#### Key Words

<table>
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<tr>
<th>E</th>
<th>Anticipates needs and develops the business for the long term</th>
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<td></td>
<td>Builds long-term mutually beneficial partnerships with key stakeholders and partners, working together to identify ways in which all parties can develop business</td>
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<td></td>
<td>Inspires the development of an external focused culture across the group</td>
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<td></td>
<td>Initiates new programmes and strategic changes designed to embrace future technical and environmental advances as well as anticipated client needs, ensuring LR is a trusted provider of valued, world class technological and safety assurance services</td>
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<td>Uses client and stakeholder feedback and anticipated client technical and operational needs to shape strategic direction of the business</td>
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<thead>
<tr>
<th>D</th>
<th>Builds an externally focused culture</th>
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<td></td>
<td>Makes significant effort to engage with the wider industry to obtain feedback and to build an understanding of current and future needs, issues and requirements</td>
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<td>Identifies and acts upon potential opportunities for business development with existing and new customer</td>
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<td>Benchmarks LR service and safety against stretching industry standards and technical advances</td>
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<td></td>
<td>Initiates improvements to systems, structures and processes to improve the long-term service offered and meet new client needs</td>
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<td></td>
<td>Engages with clients and other stakeholders to pursue mutually beneficial health and safety culture and behaviours</td>
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<td></td>
<td>Champions the needs of customers and partners across the industry</td>
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<td></td>
<td>Manages senior level relationships with client organisations, championing needs &amp; managing expectations</td>
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<table>
<thead>
<tr>
<th>C</th>
<th>Develops a deep understanding of need and ensures service excellence</th>
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<tbody>
<tr>
<td></td>
<td>Seeks to understand the true nature and complexities of the customers business</td>
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<td></td>
<td>Uses deep understanding of needs to implement ideas and technical expertise that deliver value as well as quality</td>
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<td></td>
<td>Seeks to capitalise on business opportunities available through excellent health and safety management</td>
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<td></td>
<td>Regularly, and personally, asks key clients about the service they receive and ensures their feedback is acted on</td>
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<td>Takes action to meet operational and technical challenges and overcome obstacles that prevent excellent service</td>
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<td>Builds sustainable, long term relationship</td>
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<td></td>
<td>Shares customer/stakeholder feedback honestly with colleagues across Lloyds Register to highlight service issues and hence improve quality and performance including health and safety</td>
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<td></td>
<td>Encourages others in the LR team to focus externally</td>
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<td></td>
<td>Establishes ways to monitor client satisfaction and implements actions to improve</td>
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<td></td>
<td>Takes personal responsibility for needs being met</td>
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<tr>
<td></td>
<td>Seeks to see things from the client’s perspective</td>
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<td></td>
<td>Demonstrates adaptability in meeting specific client needs</td>
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<td></td>
<td>Ensures client needs are met without compromising on health and safety</td>
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<td></td>
<td>Takes full personal responsibility for resolving problems</td>
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<td></td>
<td>Proactively keeps the client up to date</td>
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<td></td>
<td>Balances client needs with safety, operational and commercial constraints</td>
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<td></td>
<td>Not only answers client’s direct questions but attempts to add additional value in all transactions</td>
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<thead>
<tr>
<th>B</th>
<th>Delivers good professional service</th>
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<tr>
<td></td>
<td>Shows an interest in clients and their business</td>
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<td>Maintains professionalism with clients at all times</td>
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<td>Responds to the immediate, stated needs of clients</td>
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<td>Ensures personal health and safety is not compromised</td>
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<td></td>
<td>Follows through on enquiries, requests or complaints</td>
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<td></td>
<td>Is trustworthy – does what s/he promises to do and takes pride in delivering good service</td>
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<td>Uses questions to clarify client’s expectations</td>
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<td>Complies with legal and contractual requirements</td>
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<table>
<thead>
<tr>
<th>A</th>
<th>Negative Indicators</th>
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<tr>
<td></td>
<td>Avoids contact with stakeholders</td>
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<tr>
<td></td>
<td>Fails to listen to or adequately respond to client needs</td>
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<td></td>
<td>Fails to address changing needs</td>
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<tr>
<td></td>
<td>Makes assumptions about needs – ‘We know best’</td>
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<td>Views various stakeholders as &quot;the other side&quot;</td>
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<td></td>
<td>Fails to promote or demonstrate safe behaviour with clients</td>
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<td>Let people down, fails to keep promises</td>
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<td></td>
<td>Promises unrealistic deliverables</td>
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<td></td>
<td>Deals with client issues inappropriately e.g. by email when a phone call or meeting would be more beneficial</td>
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<td>Is compliant about customer service</td>
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<td>Fails to spot potential business opportunities for LR</td>
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<td></td>
<td>Negative body language, tone or choice of words i.e. in-appropriate style</td>
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### Development Ideas

#### (Also see Development Guide)

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<th>E</th>
<th>Obtaining and reflecting on feedback from customers about the service they get</th>
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<tr>
<td></td>
<td>Identifying and observing a stakeholder focused colleague who is a role model</td>
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<td>Reading books on quality and service excellence</td>
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<td>Observing great examples of client service outside LR and implementing in LR</td>
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<td></td>
<td>Adopting different approaches to learn what works for you personally</td>
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<td>Observe negative behaviours and learn what does not work</td>
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<td>Secondment to / working with business development team</td>
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<th>D</th>
<th>What does not work</th>
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<tr>
<td></td>
<td>Fails to listen to or adequately respond to client needs</td>
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<td></td>
<td>Avoids contact with stakeholders</td>
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<td>Fails to address changing needs</td>
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<td>Makes assumptions about needs – ‘We know best’</td>
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<td>Views various stakeholders as &quot;the other side&quot;</td>
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<td></td>
<td>Fails to promote or demonstrate safe behaviour with clients</td>
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### Link to Our Values

We care, We share our expertise, We do the right thing
2. Team Work

Definition
...is working cooperatively with all LR colleagues, clients, partners and stakeholders, building strong and effective working relationships based on support, trust, respect and expertise.

Why it matters
One world - One Purpose - One Team. No one can operate successfully in isolation. Working together, building and maintaining supportive relationships, respecting diversity and cultural difference, and resolving conflict is a critical skill in creating positive, productive, safe and efficient working environments. As a team we are better equipped to meet the challenges ahead, generating future business, enhance safety and adding value to our society. One team working towards a common purpose.

Link to Our Values
We care, We share our expertise, We do the right thing

Key Words
- Common Purpose
- Collaboration
- Diversity
- Support
- ‘One Team’
- Responsiveness
- Conflict resolution
- Trust
- Health and safety
- Engage with others, Empathy
- Respect
- Transparency
- Shared Goals
- Team Spirit
- Cultural Awareness
- Integrity
- Relationship building
- Partnerships
- Sharing Knowledge

Development Ideas
(Also see development guide)
- Identifying and observing a colleague who is great at relationship building
- Obtaining feedback from colleagues or manager on your team working and acting on advice
- Asking colleagues and internal clients how relationships could be improved
- Observing others behaviours and adapting self to build more effective relationships tailored to individuals needs
- Researching team dynamics, team work and networking
- Volunteers to work within and learn from other teams

Negative Indicators
- Acts alone and fails to participate
- Doesn’t offer help and support to others
- Acts in a way which compromises health and safety/puts others at risk
- Struggles to work effectively across cultural boundaries
- Is unhelpful or hostile towards colleagues and clients
- Criticises and rubbishes or berates other teams
- Unaware of how their behaviour negatively impacts others
- Withholds information and ideas from those who need it or would benefit from it
- Fails to build and maintain contact with people beyond own area of work/expertise
- Does not build rapport with clients or colleagues
- Ignores potential conflict situations
- Puts own needs and aspirations above those of the team
- Says one thing whilst doing another
- Talks negatively behind peoples backs, lack integrity & honesty

A key player in building and maintaining a positive team culture
- Acts to address tensions in relationships, dealing confidently and swiftly with conflict
- Acts to create a positive, friendly and safe working environment, publicly crediting others – role model
- Recognises and positively draws upon diversity within the team to achieve results
- Proactively develops relationships with other teams to generate understanding and to share ideas, technical expertise, developments and best practice
- Uses relationships with other teams to improve health and safety culture and behaviours
- Deliberately seeks to establish rapport with individuals recognising cultural differences
- Aims to build client confidence based on trusting relationships and LR reputation for quality, integrity and sustainability, not just delivery

Active involves, engages and supports others
- Values the input and expertise of colleagues and encourages them to express their views and ideas, ensuring a broad perspective and thorough knowledge base is gained
- Actively supports colleagues, shares knowledge and trusts their capabilities
- Invests time in others within and outside the immediate team to strengthen relationships
- Seeks and finds common ground with colleagues to strengthen working relationships
- Resolves differences of view with others to achieve ‘win-win’ outcomes for everyone
- Adapts personal style and behaviours to suit the needs and preferred style of colleagues

Builds influential external networks
- Builds a wide range of influential relationships and contacts across suppliers, partners, stakeholders and other external organisations and professional bodies
- Champions cross functional working throughout the group and the safety industries
- Actively creates partnerships and networks across and beyond LR to create value for the business, e.g., academia, governments and governing bodies
- Creates a culture and climate within LR that genuinely values and appreciates diversity

Builds cross functional relationships and synergies
- Challenges and confronts cross functional conflicts to finds solutions
- Creates networks with others which overcome functional and geographical boundaries
- Proactively seeks to exchange resources and ideas across business and academic boundaries
- Becomes impartial and trusted key part of wider organisational decision making process
- Ensures others are actively building strong and trusted colleague and client relationships

Cooperates with others
- Participates willingly in team activities and discussions
- Respects diversity and cultural difference and other peoples views and opinions
- Shares relevant knowledge, expertise and information promptly to keep colleagues informed
- Adopts the ‘good neighbour’ principle to ensure the health and safety of themselves and their colleagues
- Responds positively to requests from others – is polite, friendly, helpful and respectful
- Builds rapport with colleagues and contributes to a friendly team environment
- Operates with professionalism and integrity in all colleague interactions
- Understands and appreciates diversity and cultural differences
- Is honest and can be trusted by others, shows genuine empathy
3. Inspiring and Motivating Others

**Definition**

...is inspiring and motivating individuals and teams towards achieving a common goal and high performance culture at LR.

**Why it matters**

Employees who are inspired by the vision, mission and values of Lloyd’s Register will show commitment, integrity and the drive to achieve results. The way in which staff are managed, led, recognised and developed will have an impact on the business, our clients, our health and safety performance and ultimately LR’s success. Our ambitious goals will always be anchored in our heritage and values. Empowering and valuing every part of our network will help us in our drive to enhance health and safety and performance, achieving quality and excellence in everything we do. This competency is particularly vital in the effective management of change.

**Link to Our Values**

We care, We share our expertise, We do the right thing.

**Key Words**

- Motivation
- Engagement
- Empowerment
- Common purpose
- Health and safety
- Respect
- Accountability
- Visibility
- Trust
- Recognition
- Inspiring
- Integrity
- Direction
- Empathy
- Transparency

**Development Ideas**

(Also see development Guide)

- Obtaining feedback from team members, peers and managers and acting on feedback
- Identifying and observing a leadership role model
- Researching websites and articles on leadership
- Volunteering for leadership roles in specific projects and assignments
- Getting together with other leaders to share ideas

**Negative Indicators**

- Has an overly directive or aggressive style, uses blame
- Does not provide clear direction and expectations
- Puts own agenda and interests ahead of the others
- Fails to involve individuals or share knowledge
- Fails to listen to views of others. Does not treat people fairly
- Takes the credit and glory for the team performance
- Avoids addressing issues or conflict in the team
- Holds on to information and interesting work, takes credit
- Fails to delegate tasks or delegates them inappropriately
- Has little self-awareness and the impact of their behaviours on others
- Demonstrates and or encourages others to undertake unsafe practices
- Micro manages
- Fails to engage with people about safety issues or opportunities for health and safety improvement

**Builds corporate commitment within and beyond LR**

- Generates and communicates an inspiring, compelling vision that ensures commitment and enthusiasm, especially during change, of both internal and external stakeholders
- Creates a culture of excellence and high quality performance across own area and across LR as a whole
- Establishes processes, structures and systems to improve performance, employee communication and engagement across the group
- Maintains visibility across the organisation and demonstrates passion and commitment when communicating and engaging with others
- Champions and drives a strong health and safety culture

**Inspires action to deliver on a meaningful and well communicated vision and mission for area**

- Translates LR’s corporate mission and values into an inspiring picture that generates commitment and enthusiasm within a particular function and wider stakeholder group
- Combines clarity of purpose with personal conviction and integrity, communicates this sense of purpose to others, internally and externally, gaining commitment and confidence of key stakeholders
- Works across boundaries to unblock barriers and generate commitment and enthusiasm for improvement and change; showing strong understanding / insight into how to deliver change within LR
- Regularly challenges levels of performance and quality and encourages and ensures recognition for higher performance levels
- Is a role model for the values of LR, demonstrating them through actions as well as words
- Provides visible health and safety leadership underpinned by demonstrable health and safety behaviours

**Catalyses commitment towards high performing standards**

- Communicates the functional vision, values and plans in a way that gets the buy-in of team members
- Acts as a positive role model to others, personally demonstrating desired behaviours and encouraging others to do so too, takes personal responsibility
- Shows significant self-awareness / insight and uses adaptable style to suit each individual’s needs, is open to and acts upon feedback to improve and develop as a leader / manager
- Demonstrates high degree of personal ownership to work safety for self and others
- Empowers and enables others to perform to their best, recognising strengths / positively using diversity, supports and stands by decisions and actions of others, promoting positive performance of others
- Provides an appropriate balance of challenge and support to individuals provides timely feedback and celebrates success. Recognises and use the full potential of all team members

**Engages, enables and supports the team to deliver its goals / targets**

- Defines and communicates clear objectives, expectations and purpose for the team – ‘what and why’
- Fully involves others in decisions and ideas when appropriate, demonstrates trust and support, is approachable
- Allows the team to create own solutions and take ownership, stands by the decisions and actions taken
- Encourages involvement and engagement in health and safety issues and improved health and safety performance
- Demonstrates empathy towards, and builds good rapport with others, is open minded and fair
- Recognises, appreciates and celebrates the contribution, talent, expertise and success of individuals and the team. At the same time deals with underperformance, providing support or sanction as appropriate
- Ensures that the team has all the right tools to do a good job with safety (right people, right place, right time)

**Demonstrates drive and self motivation**

- Motivates and manages self to diligently deliver what is expected
- Structures and prioritises own work, activities and outputs to meet needs to defined standards
- Shows personal commitment and resilience to achieving goals when faced with difficulties
- Demonstrates behaviours and values that positively impact work environment and health and safety
- Shows respect for others’ views, abilities and contribution
4. Communicating & Influencing

| Definition | ...is communicating with others clearly, concisely and in a way that has impact and achieves the desired result. |
| Why it matters | We are striving to increase our knowledge, effectiveness and efficiency in order to grow and shape Lloyd's Register to better meet client needs in an ever-changing world environment. Our communication and influencing skills along with our technical expertise will be vital for engaging others and bringing them along with us as well as establishing ourselves as ‘best-in-class’. We’re known for the quality of our advice - and the way that we communicate builds confidence and helps our clients operate safely and productively. |
| Link to Our Values | We care, We share our expertise, We do the right thing |

**Key Words**
- Impact
- Persuasion
- Influencing Skills
- Listening
- Clarity
- Confidence
- Engaging
- Transparency
- Two-way
- Negotiation
- Integrity
- Credibility
- Trustworthy
- Responsible

**Development Ideas**
(Also see development Guide)
- Getting feedback on communication skills from a trusted colleague or manager
- Identifying and observing influential role models from within and beyond LR
- Seeking assignments that test out, trial and challenge communication and influencing skills
- Researching books on communication skills, presentations and influencing

**Negative Indicators**
- Is long-winded or inarticulate
- Overloads people with too much irrelevant detail/information
- Fails to communicate; doesn’t speak up
- Doesn’t allow for 2-way communication or feedback
- Unstructured and unclear in communications
- Holds back from speaking out when necessary e.g. when unsafe acts are observed
- Uses same approach in every situation/with every person
- Inappropriate and or overuse of email
- Inappropriate reporting including health and safety concerns and incidents
- Uses too much jargon
- Fails to see things from others perspective

**E Impacts and influences beyond Lloyd’s Register**
- Engages with senior stakeholders and opinion formers across the LR group to enlist their support for ideas and proposals and influences core business decisions
- Builds strong, ongoing and influential relationships beyond LR e.g. with appropriate professional bodies and industry or government organisations to lobby and influence decisions, share developments and technical knowledge and maintain a strong presence on behalf of Lloyd’s Register
- Takes a leading, visible and credible role in communicating internally and externally on strategic direction and change
- Takes every opportunity to communicate, internally and externally, the importance of a strong health and safety culture in LR

**D Builds influencing strategies that achieve significant change in stakeholder positions**
- Builds negotiation/influencing strategies and positions based on detailed understanding of all parties’ positions within wider systems of influence in play, including personal and organisation history, relationships, politics etc.
- Demonstrates strong understanding of change methodologies, implementing appropriate methods/ actions at the various stages of projects, programmes etc.
- Demonstrates advanced interpersonal influencing techniques
- Uses third parties, thorough research and recognised experts to strengthen their case
- Presents in a highly skilled, confident way; commands respect
- Creates a culture of open and honest communication

**C Positively impacts the actions & decisions of stakeholders**
- Sells ideas by linking their benefits to other people’s needs, values, goals or ideas, highlighting ‘what’s in it for them’
- Identifies key stakeholders and builds a strategy to influence them, taking account of their needs, perspectives and personal style
- Identifies and uses the tone, method, channel and content that that will have the greatest impact
- Involves others in decisions to gain their buy-in and support
- Involves others in decisions and actions to gain commitment and support for improved health and safety performance and culture
- Negotiates with confidence in difficult situations without damaging relationships
- Builds support and buy-in for ideas behind the scenes
- Communicates credibly in all directions within and outside LR
- Is aware of, and adopts non-verbal communication styles effectively

**B Tailors and structures communication to specific audience**
- Adapts content, style and language to the audience
- Communicates in a manner which is consistent with LR’s core values
- Presents ideas in a concise, logical manner using relevant facts and technical data, sound research and persuasive arguments
- Defends ideas / positions effectively whilst maintaining positive relationships
- Encourages 2-way discussion in all appropriate communication
- Communicates sincerely, transparently, honestly and with integrity
- Uses appropriate body language an maintains professionalism when challenged
- Gains commitment of others

**A Communicates clearly**
- Presents information in a way that is easy to understand
- Listens willingly and actively to ideas, questions and concerns
- Communicates information in a timely way,
- Makes health and safety an important and regular component of all communications
- Makes appropriate use of all emerging communication channels – video-link, telephone, face-to-face, e-mail
- Contributes effectively in meetings and discussions
## 5. Professional Expertise

### Definition

...is developing expertise, knowledge and skills through self-development, training, knowledge sharing and experience.

### Why it matters

Many roles at Lloyd’s Register will require high levels of specialist technical knowledge and skills. To stay at the forefront of our industry, succeed in an increasingly competitive market and to deliver consistently high performance, people need to stay up-to-date and well-informed. They also need to share their impartial advice, expertise and opinions in an effective way around the organisation and beyond, utilising appropriate means such as Knowledge Networks.

This competency has clear, practical relevance to engineering and technical professionals, but is vital to every member of the LR team.

### Link to Our Values

We care, We share our expertise, We do the right thing

### Key Words

- Professional Pathways
- Learning
- Health and safety
- Impartial advice
- Professional Membership
- Accreditations
- Continued Professional Development
- Knowledge Networks
- Experience Assessment

### Development Ideas

(Also see development Guide)

- Stays current through professional journals and bulletins
- Publishing and sharing own academic/intellectual work
- Actively participates in networking and professional events
- Deliver training and mentor others
- Asking for more stretching work or specific developmental assignments
- Staying up to date with professional development and technical training
- Actively participates in relevant Knowledge Networks

### Negative Indicators

- Avoids tasks and projects which may involve learning new skills
- Avoids or fails to listen to feedback
- Fails to ask questions when unclear
- Fails to share professional expertise effectively across the business and beyond if appropriate
- Lacks the basic knowledge to comply with health and safety principles and legal requirements
- Becomes out of date with skills, training and knowledge
- Sees his/her development as someone else’s responsibility
- Compromises health and safety as a result of not staying up-to-date with professional developments
- Sticks to narrow, overly specialised career path when to do so is self-limiting
- Fails to engage with / participate in relevant Knowledge Networks

### Builds & maintains professional standing as a thought leader with influence in shaping the profession

- Invests in maintaining an excellent understanding of the profession, industry and market place through external forums and relationships
- Contributes to the development of relevant technical legislation / regulation / standards
- Recognised for professional expertise across the profession/industry/marketplace
- Takes advice and coaching from industry experts
- Participates actively in the governance / standard setting in their respective profession / industry
- Takes leading role in a relevant Knowledge Network

### Ensures self & LR are at the forefront of developments within the profession

- Networks with people and experts across the industry and/or profession to keep completely up to date and to build influence in its direction and development
- Attends and presents to external professional bodies / forums to ensure his/her expertise is appraised of and inputs to the latest thinking and technology
- Actively works to ensure LR is recognised as thought leader in the fields in which it operates
- Is recognised for own expertise in specific functional, professional or technical field, through publication and other methods for building reputation
- Brings cutting edge thinking into LR, mentoring and coaching members of the wider LR organisation

### Actively drives own development to grow within profession, beyond immediate role requirements

- Proactively and widely seeks feedback about own performance and acts on it
- Seizes on-the-job development and training opportunities to stretch him/herself technically and professionally
- Makes short term personal sacrifices to learn and grow within the profession
- Develops and actively manages own career plan with clear development goals
- Has a real thirst for knowledge; is constantly seeking new ideas and developments
- Is a role model for professionalism and proactively shares knowledge and insights and looks to share these as an active member or facilitator of a relevant Knowledge Network

### Ensures professional competence

- Seeks feedback and input from Manager and other key contacts
- Keeps fully up to date with specific technical and functional skills, training and knowledge
- Pursues and updates qualifications, meeting CPD requirements of specific field or sector
- Understands own limitations and proactively seeks coaching for own development
- Puts together and updates a development plan containing clear development objectives and a range of development approaches
- Reflects on situations and learns from experience
- Keep up to date with all of relevant technical, environmental and health and safety legislation / regulation / standards

### Pursues development in line with job requirements

- Raises obvious development or training needs with his/her Manager and requests support in driving his/her development
- Understand the training needs from new challenges in his/her work
- Stays up-to-date with health and safety standards relevant to own role
- Learns from experience, success and failure
- Listens to and acts on feedback given
- Takes ownership for own development
## 6. Strategic Thinking

### Definition

...is the ability to look beyond the current situation, seeing and understanding the big picture and the full complexity of the context/environment, and planning ahead to maximise opportunity & performance.

### Why it matters

We operate in an increasingly competitive and complex marketplace. Anticipating how that environment will change and anticipating our positioning, our strengths and our opportunities within that market context is essential to continued success. LR remains committed to developing world class and sustainable health and safety, environmental and efficiency improvements on a ‘not for profit’ basis. To remain at the forefront of our industry we must constantly strengthen our strategic and market awareness whilst effectively extending our global reach.

### Link to Our Values

We care, We share our expertise, We do the right thing

### Key Words

- Broad / Holistic view
- External Focus
- Big picture
- Long term
- Conceptual
- Strategic
- Forward looking
- Vision
- Challenging
- Business Planning
- Competitors
- Innovation
- Market Awareness & Intelligence
- Supply Chains

### Development Ideas

- Seeking opportunities for projects and tasks requiring strategic thought
- Working with someone known for their strategic thinking
- Using models, tools and frameworks to encourage strategic thinking
- Networking to stay in touch with wider industry thinking and developments
- Assimilating information from industry journals, quality newspapers and websites

### Negative Indicators

- Sticks solely to ‘tried and tested’ ways of doing things
- Gets sucked into short term detail, losing sight of the longer term
- Seeks only to make incremental improvements to drive the business forward
- Becomes confused in complex situations
- Finds it difficult to see the big picture
- Takes a narrow, blinkered and purely internal perspective
- Makes decisions based only on internal issues
- Ignores LR mission and core values

### E

- Has a deep understanding and long range vision for the industry and LR’s role in shaping it
  - Anticipates global and industry changes and develops several years ahead, taking action now to shape the long-term future
  - Scans the global context for environmental, political, social and technological opportunities/threats
  - Demonstrates a breadth of vision to create a compelling picture of how the future market place might look
  - Stands back from operational demands to develop imaginative proposals which shape our overall strategic direction
  - Develops and uses innovative concepts and ideas that help people see things in a completely different way

### D

- Creates new concepts, understanding, insight, business models / thinks long term
  - Re-thinks long standing organisational problems to generate systemic solutions to move us forward as a group
  - Uses experience, expertise and market intelligence to challenge and reinvent strategy
  - Explores many sources of information to think ahead for the business
  - Builds strategies that consider all aspects of the business model and that exploit opportunities to the full
  - Builds new models and concepts to make sense of new, complex and/or ambiguous issues
  - Identifies potential strategic alliances and acquisitions to increase advantage

### C

- Thinks strategically with deep and broad understanding of context /thinks medium term
  - Steps back from a situation to see the bigger picture
  - Challenges and goes beyond traditional thinking and solutions to enhance business or technical performance
  - Maintains an up-to-date knowledge of competitors and market place issues
  - Understands and can link what seem to be unrelated, complex or diverse issues
  - Thinks medium-term, planning to meet organisational strategy and ensuring alignment and without compromising health and safety
  - Challenges corporate strategy and poses challenging questions to strategy owners
  - Communicates and articulates corporate strategy a ensures and explains fit with local strategy

### B

- Considers the wider picture and brings this understanding to bare on decisions / actions
  - Takes time to consider the broad implications and context of specific issues
  - Considers wider organisational strategies and priorities when making decisions
  - Ensures health and safety is considered when making decisions
  - Spots the connections between different issues to identify the critical problems which need addressing
  - Puts forward insights that move a situation or problem on
  - Able to navigate through a multitude of issues to define a clear way forward

### A

- Ensures own work is aligned to the strategic framework / business unit goals
  - Sees links, patterns and trends within own role
  - Ensures own work fits with functional objectives
  - Looks beyond the surface issues to ask ‘why?’ and ‘how?’
  - Understands the basic strategy, mission and values of LR including strategic health and safety goals
## 7. Commercial Knowledge & Focus

### Definition
...is the ability to focus on the top & bottom line - understanding the impact of all decisions and actions and building strategies that have a positive impact on LR financial performance - whilst remaining true to LR's values and never compromising on health and safety.

### Why it matters
Developing our commercial knowledge and focus is critical in roles with significant responsibilities for managing finance and business development - but increasingly this applies to every role within the organisation. Sharing responsibility and taking steps every day to maximise opportunities for LR, enhances not only our long-term commercial success but also our commitment to sustainable health and safety, innovation and education across complex global industries. “Doing something that matters”.

### Link to Our Values
We care, We share our expertise, We do the right thing

<table>
<thead>
<tr>
<th>Key Words</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Smarter</td>
<td>- Adds value to projects and services.</td>
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<tr>
<td>Opportunities</td>
<td>- Identifies and exploits new market opportunities.</td>
</tr>
<tr>
<td>Resources</td>
<td>- Manages and optimises resources.</td>
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<tr>
<td>Profitability</td>
<td>- Calculates the costs and benefits of ideas and decisions.</td>
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<tr>
<td>Bottom line</td>
<td>- Understands how own work impacts on business performance, contributing to budgeting.</td>
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<tr>
<td>Operational efficiency</td>
<td>- Balances time and cost with no compromise on health and safety.</td>
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<tr>
<td>Budget</td>
<td>- Seeks opportunities to add more value/increase profitability without compromising quality and health and safety.</td>
</tr>
</tbody>
</table>

### Development Ideas (Also see development Guide)
- Spending time with commercial people to understand their approach (inc secondment)
- Becoming involved in commercial projects, developments and opportunities
- Sitting in on /participating in financial discussions, preparations of quotations & contracts
- Finding a mentor or coach who excels in commercial knowledge and focus

### Negative Indicators
- Shows no concern for cost control and efficiency
- Ignores cost implications of own decisions
- Throws money and resources at problems
- Tolerates unnecessary waste
- Doesn’t consider life cycle cost
- Avoids tackling problems or issues
- Ignores obvious market opportunities to develop services
- Fails to consider the commercial impact of decisions
- Ignores core values of public benefit and charitable status
- Chooses cheapest with no regard to health and safety, quality or value or wider impact

### Reviews, challenges and develops business models that ensure sustainable commercial success
- Understands financial impact of environmental factors (political, technological, charitable) upon the business and uses this knowledge to shape vision and strategy
- Identifies and pursues radical commercial opportunities beyond the traditional LR business model whilst honouring commitment to LR core values of independence and charitable status
- Ensures ongoing development of a competitive business model for LR
- Imports ideas from other sectors and industries that will impact on financial success
- Development and implementation of appropriate governance forums / processes

### Identifies and pursues significant opportunities for LR to improve its commercial success
- Has an intimate understanding of how value is created in the business and uses this to drive decisions, allocate resources and determine strategies for own area
- Drives value for whole business not just own area, working through appropriate approval bodies
- Values commercial opportunities against anticipated bottom line return
- Seeks opportunities to add more value/increase profitability without compromising quality and health and safety
- Understands the impact of commercial decisions on technical integrity

### Anticipates and actively seeks to improve return on investment for LR
- Understands how value is created within the business
- Seeks ideas and leverages work of other functions / areas / business units
- Seeks out and implements opportunities provided by information technology and other resources
- Seeks opportunities to add more value/increase profitability without compromising quality and health and safety

### Acts responsibly with resources relating to own role
- Recognises own time as a cost to the business and uses time effectively
- Tackles problems or issues
- Spots opportunities and makes incremental efficiency improvements in own role
- Complies with basic legal and contractual requirements
### 8. Setting Goals and Priorities

**Definition**

...is establishing individual, team and organisational goals, aligned with the LR strategic framework and values and that lead to successful business performance.

**Why it matters**

Clear direction, goals and priorities as a group and the effective alignment of individual goals are critical for ensuring that LR’s expertise and resources lead to business success. Lack of clarity and misalignment can mean wasted effort and can impact motivation and performance as well as compromise health and safety. Motivating individuals and teams with clear direction and clear goals are fundamental to achieving high performance and excellence.

**Link to Our Values**

We care, We share our expertise, We do the right thing

**Key Words**

- Goal setting
- Objectives
- Direction
- Involvement
- Key Performance Indicators
- Mission
- Motivation
- Alignment
- Guidance
- Targets

**Development Ideas**

- Reading books and websites on goal setting
- Using Business Planning tools and methods
- Getting involved in strategic business reviews
- Speaking to other leaders to share ideas
- Involving others in the goal setting process

**Negative Indicators**

- Is unclear about what’s expected of him/her
- Fails to provide clear goals for team members
- Generates goals that have no link with LR direction or ethos
- Is unclear about relative priorities
- Compromises health and safety when striving for goals and delivery
- Sticks with goals even though they have become irrelevant, outdated or even contrary to overall direction
- Unwilling to accept stretching goals and standards

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### E

Sets business unit direction and inputs to the overall direction and goals of LR

- Establishes and clearly communicates long-term goals (5-years plus) for LR that focuses effort and energises team members
- Ensures functional goals within own area are challenging and take account of LR vision and principles as well as industry changes and developments
- Drives and shapes goal setting and business planning for the whole LR group
- Sets group-wide expectations, goals and standards for health and safety to embed a health and safety culture at LR

### D

Provides direction and highlights the strategic importance of particular medium - long term goals

- Challenges goals across the group and even industry that do not align with LR’s overall strategic direction and core principles
- Links all strategies, plans and key decisions to the goals to help people understand their strategic importance and relationship with those of other areas
- Establishes and clearly communicates a direction, vision and goals which motivate and energise team members
- Sets medium to long term targets with milestones, ensures alignment with other functions / areas of business and other key stakeholders
- Constantly refers to the strategic framework, emphasizing the part related goals they play in overall LR performance

### C

Sets priorities to achieve business goals and informs direction of business area

- Sets stretching but achievable goals/objectives for the project recognising industry trends
- Ensures own team/project/function is clear on the relative priorities
- Ensures health and safety goals are an integral part of the overall goal setting for the business area
- Ensures team or project goals align with and provides input to functional / business unit direction
- Ensure that goals are regularly reviewed in the light of changing industry, regulatory and technical priorities

### B

Sets clear goals and expectations for team members

- Defines clear (SMART) goals/objectives and performance expectations for the project, task or team – the ‘what and why’ with due regard to health and safety
- Defines clear behavioural expectations for team members
- Encourages team members to input to own goal setting
- Delegates tasks with clear goals and expectations and with due regard to health and safety
- Sets goals/objectives for him/herself that are over and above those expected

### A

Clearly understands own objectives / goals

- Contributes to determining own goals/objectives within a project or team
- Clearly understands what is expected of them
- Clearly understands the relative priority of different aspect of his/her work
- Understands how own goals link to overall project and LR goals
- Balances goal setting with health and safety implications in tasks and activities
## 9. Analysis & Problem Solving

**Definition**

...is analysing problems, opportunities and information in a logical, structured manner in order to identify and implement practical and/or creative solutions.

**Why it matters**

Applying the appropriate mix of technical expertise, logic, analysis, creativity and pragmatism to issues and challenges within LR is fundamental to group success. We need people who will confront and manage both problems and opportunities as they arise - and people who can analyse issues to identify the root of the problem and trends in data to determine the right solution for the business. This skill is critical as we continue to embrace change as a group and an industry.

**Link to Our Values**

- We care,
- We share our expertise,
- We do the right thing

**Key Words**

- Analysis
- Questioning
- Investigation
- Intellectual Capital
- Information
- Systematic, Logic
- Assurance
- Accuracy
- Opportunities
- Data
- Risk Management
- Health and safety
- Testing
- Management
- Information Judgement
- Verification
- Solution

**Development Ideas**

- Asking an analytical colleague for hints and tips
- Reading books and websites on problem solving
- Researching and using simple problem solving tools and techniques
- Involving colleagues in analysing issues and solving problems to bring other views

**Negative Indicators**

- Focuses on symptoms rather than root causes
- Examines issues on a superficial level
- Avoids confronting problems
- Jumps to conclusions without considering all the angles
- Thinks in an illogical way
- Fails to use available information
- Fails to seek best practice
- Allows health and safety risks to continue because underlying causes are not identified
- Overly analytical – gets bogged down in the detail and fails to make timely decisions
- Takes uncalculated risks

### E Solves major strategic problems

- Facilitates effective approaches and solutions to issues and opportunities of strategic importance within LR and within the wider industry
- Introduces new breakthrough forms of analysis and or solutions, gaining approval within the industry, enhancing though leadership, influence and competitive advantage for LR
- Collaborates across LR to analyse issues, resolve systemic problems and generate solutions that are right for the group and wider stakeholders
- Identifies and implements industry leading solutions to strategic, technical and regulatory issues
- Collaborates with industry bodies and competitors to resolve complex problems common to the industry

### D Takes systemic approach to resolving major / highly complex / long term problems

- Systematically breaks down and analyses highly complex, multi-faceted, technical, environmental, abstract or unique problems
- Applies specialised techniques to analyse and solve highly complex problems or opportunities
- Identifies and analyses a wide range of solutions to the given problem, knowing the advantages and disadvantages of each solution and recognising the systemic impacts they may have
- Fosters cooperative problem solving approaches across LR
- Makes appropriate changes to systems, processes and structures to address problems for the long-term

### C Solves multi-faceted problems/thinks conceptually

- Goes beyond the obvious to uncover more information and identify causal links
- Conducts root cause analysis to assess underlying foundations of an issue
- Uses various tools and techniques to break down complex issues and evaluate issues
- Spots trends, patterns and interdependencies between multi-faceted issues and dilemmas
- Combines rational and intuitive approaches when tackling problems or coming up with solutions
- Takes pragmatic decisions in developing solutions assessing all potential risks and benefits involved
- Seeks out best practice, beyond own experiences to develop solutions

### B Understands underlying issues and develops and evaluates solutions

- Uses pertinent, effective questions to get to the facts and the root of a problem
- Draws out key themes from information
- Considers issues and opportunities from a range of different angles
- Quickly spots flaws in data, information or arguments
- Comes up with a range of possible solutions rather than simply presenting the problem
- Uses criteria to evaluate which solution is most appropriate

### A Tackles familiar challenges logically and applies appropriate solutions

- Thinks through and resolves basic, familiar, routine problems in own area of responsibility
- Breaks issues, solutions and activities down into manageable, logical chunks
- Draws on previous experience to analyse problems and develop appropriate solutions
- Seeks assistance from the right people to solve problems
## 10. Decision Making

### Definition
...is the ability to make timely and sound decisions and judgements even in the face of ambiguity and or uncertainty.

### Why it matters
Making sound, insightful operational and strategic decisions ensures, not only LR resources are well utilised, but also the future focus and direction of the group is assured. Our decisions impact on our clients’ assets and the global community as a whole. Informed, responsible decision making that is well communicated across and beyond LR, is at the heart of everything we do, ensuring ‘Life matters’.

### Link to Our Values
- We care,
- We share our expertise,
- We do the right thing

### Key Words
- Credible
- Informed
- Integrity
- Judgment
- Insight
- Transparent
- Accountability
- Commitment
- Risk Assessment
- Evaluation criteria
- Assessment
- Change
- Reliable
- Logical

### Development Ideas
(Also see development Guide)
- Researching and utilising decision making tools and frameworks
- Getting feedback from colleagues and manager
- Observing and involving role models in decision making
- Reading books on Decision Making

### Negative Indicators
- Fails to take decisions if uncertainty or ambiguity exists
- Takes decisions but does not stand by them
- Takes insufficient notice of available information and data
- Fails to take all information into decision
- Gives in when criticism is raised
- Fails to involve/consult with appropriate experts, governing and regulatory bodies and stakeholders
- Fails to take decisions which then compromises health and safety

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**E**
- Makes decisions that impact on the future of Lloyd’s Register
  - Makes insightful, long term decisions, ensuring that the relevant and current political, environmental and technological factors are taken into account
  - Leads and shapes decisions that affect the future of LR as well as the industry as a whole; decisions that carry the confidence of all stakeholders involved
  - Ensures decisions made are in the best possible interests of the group and its stakeholders
  - Works collaboratively across LR and beyond to ensure decisions are supported by peers and that their impact is understood and accepted

**D**
- Makes far reaching decisions in new or complex situations
  - Takes significant decisions which have an impact on the business without compromising health and safety
  - Builds an evidence based / strong defendable rationale for non routine decisions
  - Goes beyond the obvious to uncover more information to aid the decision making process
  - Empowers others to make decisions – gives accountability and avoids micro managing
  - Displays high levels of integrity and transparency in decision making

**C**
- Makes significant decisions even in face of uncertainty /ambiguity
  - Is capable of making sound decisions in the face of ambiguity and or uncertainty and/or without having the whole picture
  - Takes appropriate calculated risks, knowing all the potential issues and benefits involved
  - Builds an evidence based / strong defendable rationale for non routine decisions
  - Goes beyond the obvious to uncover more information to aid the decision making process
  - Ensures all relevant stakeholders have been consulted in advance of a decision being made

**B**
- Makes well thought through decisions
  - Takes well timed decisions even when all preferred information is unavailable
  - Takes accountability for decisions made
  - Stands by decisions made
  - Uses simple criteria to evaluate which decision is most appropriate
  - Ensures decisions take account of the health and safety risks and mitigates those risks
  - Seeks additional information when necessary
  - Makes use of all readily available sources of information to inform decisions
  - Identifies and understands possible consequences of different options
  - Takes a pragmatic approach in order to achieve results

**A**
- Makes straightforward routine decisions
  - Makes effective decisions within standard parameters, policies and procedures
  - Considers any evident health and safety implications when making decisions
  - Weighs up the advantages and disadvantages before making decisions
  - Knows when to ask for guidance in making decisions
11. Planning and Organising

Definition
...is developing clear, structured and efficient approaches to managing time, tasks, projects, resources and workloads to ensure delivery of objectives / goals.

Why it matters
The ability to turn ideas, opportunities and challenges into concrete, credible plans of action is a core behaviour that underpins success. As we continue to work with a wider range of clients and stakeholders across the globe, we must strive to improve our efficiency and effectiveness. Robust planning and structured ways of working will enable us to focus more sharply on delivery, resource management and results.

Link to Our Values
We care, We share our expertise, We do the right thing

Key Words
- Time Management
- Resource Management
- Implementation
- Commitment
- Efficiency
- Health and safety
- Work management
- Right people, Right place, Right time
- Prioritising
- Managing Change
- Project Management
- Effectiveness
- Measurable results

Development Ideas
(Also see development Guide)
- Reading books and websites on planning
- Undertaking projects that require significant planning
- Obtaining feedback on plans
- Researching and utilising planning, project management and organising tools

Negative Indicators
- Struggles to translate ideas into action
- Dives into tasks and projects without thought and planning
- Sticks rigidly to a plan in spite of changing circumstances or environment
- Inflexible and does not adapt well to changes
- Wastes time and resources
- Develops plans which conflict with the priorities of others
- Fails to prioritise and plan workload
- Fails to balance cost, time & quality
- Fails to take health and safety risks into consideration in planning

Translates long term strategies into major programmes / operational plans
- Translates big ideas, technical developments and group visions into viable long-term change programmes for LR
- Pulls together a range of complex, diverse and parallel activities under the umbrella of a comprehensive plan with clear priorities and business benefits
- Works constructively with peers and other stakeholders to align plans across LR group and the safety, construction and assurance industry
- Builds high level contingency plans to predict the unpredictable using high quality research

Builds and manages large scale / complex programmes, achieving commitment to actions / goals
- Uses clear plans to manage the workload of a whole function or large scale complex project
- Translates big ideas, technical developments and group visions into viable long-term change programmes for LR
- Pulls together a range of complex, diverse and parallel activities under the umbrella of a comprehensive plan with clear priorities and business benefits
- Works constructively with peers and other stakeholders to align plans across LR group and the safety, construction and assurance industry
- Builds high level contingency plans to predict the unpredictable using high quality research

Manages broad operational plans and projects
- Prioritises a range of demands against predetermined criteria
- Translates ideas into project and or operational plans, recognising change impacts & risks
- Assesses the impact of own plans on other parts of LR, on other activities underway, on health and safety and on service delivery including business continuity, working with established corporate governance
- Anticipates obstacles, risks, links and dependencies when drawing up plans & mitigation actions
- Identifies milestones, measures and checkpoints to ensure plans stay on course

Plans and priorities workload to ensure objectives /goals are achieved
- Makes good use of all resources
- Plans ahead for peaks and troughs in workload
- Assesses safety risks and factors into plans where appropriate
- Balances a range of conflicting priorities and tasks to determine the best way forward
- Ensures that in balancing conflicting priorities and tasks health and safety is not compromised
- Uses well structured plans to manage workload and determine priorities
- Manages small projects and allocates resources effectively
- Prioritises and highlights any health and safety factors within project plans
- Utilises appropriate tools, techniques and specialist resources to manage projects

Plans specific activities
- Creates plans to tackle specific, well defined tasks, effectively and safely
- Uses simple planning tools – “to do” lists and diaries, schedules, inventories
- Prioritises simple workload issues for the day in hand
- In prioritising workload ensures all health and safety requirements are applied
- Allocates time effectively
- Recognises the importance of a well planned approach to work
12. Managing and Driving Performance

**Definition**

...is managing and reviewing the performance of individuals, teams and sectors against goals and performance expectations, taking corrective action when necessary, ensuring a high performance culture across LR.

**Why it matters**

It’s about building a high performance, results driven culture focused on ‘doing things that matter’. Managing the performance of individuals, teams, projects and departments ensures that we stay on track with goals, plans and targets whilst also acting as a powerful motivator for our people. Managing and Driving Performance is being clear about what’s expected, how we’re doing and taking corrective action when we’re off track, ensuring that we deliver quality and value every time.

**Link to Our Values**

We care, We share our expertise, We do the right thing

**Key Words**

- Drive
- Quality
- Compliance
- Accountability
- Motivation
- Safety Behaviour & Leadership
- Focus
- Excellence
- Results Delivery
- Measures
- Pride
- Tenacity
- Desire
- Achievement / Recognition

**Development Ideas (Also see development Guide)**

- Researching and utilising performance management tools
- Reading books on Performance Management
- Getting together with other managers/team leaders to share ideas
- Getting feedback from team members and managers

**Negative Indicators**

- Does not change support or style dependant on person experience
- Tolerates mediocre performance
- Avoids tackling performance issues
- Claims credit for others work
- Fails to uncover reasons for underperformance
- Fails to provide feedback
- Fails to review performance
- Compromises health and safety in favour of performance and delivery
- Poor role model
- Does not show courage and a willingness to challenge others

**Ensures a culture of high performance across LR**

- Takes accountability for and has a deep understanding of the factors that impact organisation effectiveness
- Develops appropriate governance and measures/KPI’s to monitor and drive organisation performance, benchmarks performance against a wide range of international, cross sector standards of absolute excellence
- Identifies and takes effective action to resolve the root causes of underperformance
- Continually promotes a culture of high performance and health and safety throughout the group and industry

**Identifies and addresses significant, large scale performance issues / opportunities**

- Benchmarks performance against competitors to assess how we’re doing
- Demonstrates relentless drive for high performance across own part of the group
- Thinks through longer-term performance expectations and takes action to build resource and expertise capability in advance
- Implements action plans to get performance back on track
- Initiates and drives significant changes to practices, processes and systems to address underlying performance issues

**Continuously drives performance/builds a high performing team**

- Obtains feedback from a wide range of sources to evaluate the function’s performance
- Personally feeds back on functional performance to the team and involves others in determining how to address issues
- Takes well calculated personal risks to improve performance
- Delegates responsibility but holds others accountable for delivery and performance
- Maintains motivation and commitment even in the face of adversity
- Encourages the team to learn, reflect and review
- Recognises and celebrates success in the team
- Changes roles, responsibilities and processes to deal with performance issues

**Reviews and manages team’s performance**

- Reviews self and others against clear standards and performance indicators, ensuring results
- Encourages and persuades the team to improve performance
- Holds regular and effective performance reviews with the team, holds people accountable
- Ensures health and safety performance is included in performance reviews
- Spots performance issues and takes action immediately to address with individual(s) involved
- Gives clear, unambiguous, timely feedback to encourage good performance and address underperformance. Matches style to the individual and the situation
- Monitors progress of team objectives to ensure it stays on course and takes action where required

**Takes accountability and ownership for own performance**

- Takes responsibility for delivering own work without requiring unnecessary supervision
- Stays focused on the task in hand
- Delivers to the required standards and timescales in line with commitments and obligations
- Always complies with health and safety standards and golden rules and never compromises health and safety
- Maintains motivation and commitment to get the job done to a high standard
- Takes pride in doing a good job
13. Developing Self & Others

**Definition**

...is supporting all Lloyd’s Register employees in building their skills, expertise and capabilities through training, development and feedback, ensuring that we maximise everyone’s potential to meet the current and future needs of the business.

**Why it matters**

Building the capability of all LR employees will help individuals to deliver more effectively and achieve their potential. It also helps LR to retain and maximise the performance of its people, impacting directly on the quality and service to the client, business results, growth, our reputation and our corporate and social responsibilities.

**Link to Our Values**

We care, We share our expertise, We do the right thing

**Key Words**

- Coaching
- Training
- Feedback
- Learning
- Empowerment
- Knowledge Sharing
- Developing potential
- Nurturing Talent
- Expertise
- Professional Pathways & Standards
- Mentoring
- Recognition

**Development Ideas**

(Also see development Guide)

- Reading up on the theory of learning and development
- Using simple coaching frameworks and models
- Identifying a role model in people development and asking what they do
- Getting feedback from team members

**Negative Indicators**

- Holds people back from development opportunities and growth
- Sends people on training courses to avoid addressing deeper seated issues
- Finds excuses to stop people attending training courses
- Fails to take opportunities to coach and develop health and safety awareness
- Send people to training with no clear goals / rationale
- Fails to delegate or to allow individuals the opportunity to stretch themselves
- Tells people - rather than encouraging people to work out answers
- Gives unhelpful or demotivating feedback or avoids it altogether
- Fails to set development plan
- Does not treat mistakes as learning opportunities, looks for blame

**Builds LR organisational capability**

- Looks ahead to understand how strategic challenges and opportunities will impact upon the expertise, skills and competencies required
- Collaborates with, and shapes HR strategy to ensure it is meeting the future as well as the current needs of the organisation
- Works closely with other departments and sectors to agree the means of improving organisational effectiveness and performance
- Drives a safety culture through standards and practices as well as behavioural-based safety
- Takes responsibility for developing and utilising talented people across the group

**Builds long term capability**

- Thinks ahead to ensure the skills of the team / colleagues match future business and industry requirements
- Ensures the development strategies, opportunities, programmes are in place to deliver key capabilities
- Identifies and develops his/her successor and spots and develops and promotes potential and talent across own department or the wider business and beyond
- Takes calculated risks with individuals by providing stretching opportunities
- Understands and works to support the career goals of each member of his/her team

**Actively develop talent for LR**

- Acts as a coach and/or mentor to people within LR
- Is a role model for self development, taking every opportunity to develop, learn and share knowledge
- Encourages others to think through long-term career opportunities and aspirations
- Uses a variety of development solutions to help develop individuals (stretch assignments, secondments etc)
- Understands the aspirations and potential of the team
- Applies a range of coaching and training techniques to improve and develop performance
- Proactively seeks feedback from others to assist in developing own team members

**Identifies, acquires and shares knowledge with others**

- Actively acquires and shares knowledge to improve own performance and to help others’ development
- Knows the skills, strengths and weaknesses of others and acts to support their development
- Continuously ensures that people are up-to-date with standards and training required
- Provides timely feedback, training and coaching that assists development
- Delegates specific tasks / creates opportunities to provide individuals with development opportunities, providing appropriate coaching and support
- Adopts the LR safety culture through standards and practices as well as behavioural-based safety
- Encourages others to take responsibility for their own development

**Pursues development in line with job requirements**

- Raises obvious development or training needs with his/her Manager and requests support in driving his/her development
- Understand the training needs from new challenges in his/her work
- Ensures mandatory training including health and safety training has been completed relevant to any given task
- Learns from experience, success and failure
- Listens to and acts on feedback given, is self aware
- Takes ownership for own development, taking / making opportunities for self development
### 14. Innovation and Continuous Improvement

**Definition**

...is challenging the conventional way of doing things, generating new, innovative ideas, products/services and effective solutions which continually improve performance.

**Why it matters**

Finding new ways of doing things, challenging long-established practices and creating new models, concepts and technical and assurance products and services will be fundamental to LR’s ability to thrive and survive. We operate in an increasingly competitive marketplace and an industry that impacts people’s daily lives. We can never remain static when it comes to our drive to improve efficiency, effectiveness, quality, health and safety and depth of knowledge.

**Link to Our Values**

We care, we share our expertise, we do the right thing

**Key Words**

- Innovation
- Embracing change
- Creativity
- Lateral thinking
- Efficiency and effectiveness
- Lean processes
- Health and safety
- Research and development
- Vision
- Ideas
- Transformational
- Agile
- Technological Advances

**Development Ideas**

- Getting involved in innovative, creative and improvement-related projects
- Reading industry and professional journals, joining associations
- Reading books and websites on creative thinking and continuous improvement
- Researching and using a range of creative thinking tools and techniques
- Involving others in identifying and taking action on areas for improvement

**Negative Indicators**

- Resists change
- Sticks solely with the ‘tried and tested’
- Criticises or blocks new ideas and unorthodox approaches
- Has a “We’ve always done it that way” mentality
- Compromises health and safety in driving for improvement
- Fails to see alternative options
- Generates impractical, badly thought-through ideas
- Fails to adapt existing ideas to work
- Is complacent about the need for change
- Unfairly criticises new ideas

**Looks to the future of the business and the industry**

- Thinks ahead to identify future value-adding opportunities with clients, the wider marketplace and industry
- Looks beyond our industry for new and imaginative ways of doing business and adapts for our environment
- Creates an insightful and innovative vision for change within LR
- Reshapes and refocuses the organisation towards performance improvement and excellence
- Creates and champions new ideas that represent significant advancement for the industry, significant breakthroughs in health and safety performance and benefit to society

**Builds an innovation and improvement culture**

- Introduces leading edge, transformational ideas which represent significant advancement and lead to major change internally and with regards to LR reputation within the industry
- Establishes a creative environment and culture across LR
- Works collaboratively across functions/sectors to improve overall business performance
- Researches and designs technical, product and service ideas new to the industry

**Creates and tests out new ideas and improvements for LR**

- Creates significant new ideas which have a major impact on LR’s operations or service offering
- Looks widely to adopt and adapt ideas from competitors or other sectors
- Offers own function as a testing ground for new ideas and initiatives
- Encourages ideas from across own team and department and creates processes and inducements for team members to generate and test out creative ideas
- Shares intellectual capital across and beyond LR
- Identifies new ways of working that improve effectiveness

**Creates new ideas and improvements within team**

- Contributes new ideas to own area of work
- Initiates improvements to cut costs, improve efficiency or seize opportunities
- Appropriately challenges the conventional ways of getting things done
- Networks with peers from other organisations to identify innovative practice
- Generates a range of ideas and options rather than leaping straight to preferred solutions
- Thinks positively to overcome obstacles and negativity in team members

**Adapts ideas and accepts change**

- Makes use of new ideas - adapts and tailors ideas from elsewhere to suit own situation
- Is open minded and willing to try out new approaches and solutions
- Discusses new ideas with others to make the most of their experience and expertise
- Willingly accepts new ways of doing things
- Suggests better ways of working and proposes improvements to health and safety practice