



THE  
ROYAL  
PARKS

OUR VALUES  
OUR BEHAVIOURS  
NOVEMBER 2022



# WELCOME TO OUR VALUES

## ANDREW SCATTERGOOD – CHIEF EXECUTIVE

“Our Values, Our Behaviours” defines how we want to “get things done” at The Royal Parks. It guides how we behave, how we make decisions and how we interact with one another and with stakeholders, partners and customers.

Our values were selected by staff. Our behaviours were developed with staff through a series of workshops and describe, in their own words, how to bring our values to life – as well as what could undermine our values if left unchallenged. They provide a common standard that will not only support the achievement of our strategic plan, but also the development of a positive working culture by helping everyone understand what is expected of them. As the organisation continues to develop “Our Values, Our Behaviours” are also likely to evolve.

“Our Values, Our Behaviours” applies to everyone equally. They are an integral part of our day to day work and highlight some of the basics that we need to get right to show that our actions match our words. You will see them being used in our recruitment and selection processes, during 1-1s and when we review our own individual performance against our objectives.

**For more information, contact [hroperations@royalparks.org.uk](mailto:hroperations@royalparks.org.uk)**



# OUR VALUES

RESPONSIBLE



EXCELLENT



INCLUSIVE



OPEN



RESPECTFUL



WE ARE RESPONSIBLE



# RESPONSIBLE



We **take ownership** of our decisions and actions both individually and collectively.

We are **proud of our work** and are willing to stand up and be counted for what we believe in. We do not pass the buck or seek to blame others.

We are confident to **use our initiative** and do not avoid or defer decisions in the hope that they will go away.

We are always willing and able to **explain our decisions** and actions and learn from their results.

When we make mistakes, **we own up, make amends,** learn and move on.

When we are successful, we recognise that success, **celebrate and share our learnings.**

# RESPONSIBLE BEHAVIOURS

## EFFECTIVE BEHAVIOUR

- ✓ Accept and demonstrate personal responsibility for getting things done
- ✓ Keep my promises
- ✓ Take ownership of ideas, decisions, budgets and resources
- ✓ Ask for clarity and be clear (about role, responsibilities, outcome that is required)
- ✓ Explain when things change or go wrong
- ✓ Learn from my experience and be proactive in sharing lessons with others
- ✓ Have the courage to respectfully challenge each other when things aren't working or being delivered as expected
- ✓ Take time to recognise effort and achievement, celebrate success and give credit to the contributions made by others
- ✓ Proactively support individuals and initiatives that have organisational approval
- ✓ Champion organisational decisions and messages, even if they are unpopular
- ✓ Establish organisational support for initiatives before taking them forward

## INEFFECTIVE BEHAVIOUR

- x Avoid unpopular or difficult issues and decisions
- x React aggressively or defensively to constructive feedback
- x Cherry pick what I do to get fast results (not the right results)
- x Unjustly blame others when things go wrong or as an excuse for not delivering
- x Not address poor performance (of self, peers, teams)
- x Over-commit and run the risk of not delivering
- x Fail to communicate delays
- x Overly focus on what went wrong rather than learning, improving and moving on
- x Excuse individuals' bad behaviour
- x Put my personal agenda ahead of the team
- x Not own up to my mistakes

WE ARE EXCELLENT

# EXCELLENT



We will deliver to the **highest practicable quality** in everything that we do. From the smallest daily task to the biggest strategic project, we will deliver at the highest appropriate standard.

We will **not rest on our accomplishments**, personal or professional, but instead build on them to be the best we can be and so set new standards in providing exceptional parks delivering real public benefit.

We will **expect even more of ourselves** than our visitors do.

# EXCELLENT BEHAVIOURS

## EFFECTIVE BEHAVIOUR

- ✓ Set and expect high standards of myself and others
- ✓ Not shy away from opportunities because they are new, different or hard
- ✓ Focus on the goal and outcome, not just the task
- ✓ Be clear about my own priorities, prioritise effectively and hold myself to account
- ✓ Focus on achievable quality rather than unachievable perfection
- ✓ Have personal standards and be consistent (stick to them) – e.g. answer the phone, respond to emails, acknowledge and get back to colleagues in a timely way
- ✓ Recognise where new skills are needed and seek or give training, coaching or mentoring
- ✓ Encourage and trust others to take responsibility
- ✓ Support others to find their own solutions rather than imposing all the answers
- ✓ Address underperformance and demonstrate a commitment to resolving issues
- ✓ Communicate clearly and enthusiastically to inspire and motivate others, whilst being mindful of the day-to-day pressures of delivery

## INEFFECTIVE BEHAVIOUR

- x “Not my job, not my pay grade”
- x Use others as scapegoats – proactively look for others to blame
- x Micromanage – focus on the task rather than the outcome
- x Encourage and promote extreme internal competition
- x Focus on delivery at any cost (not recognising that how we do things is as important as what we do)
- x Complain and only present problems with no consideration or discussion about potential solutions
- x Base views of what excellence is on what happened in the past (“we’ve always done it this way”; “we tried that before and it didn’t work”)
- x Only value high profile initiatives or projects
- x Avoid difficult conversations
- x Not understand or appreciate that we may not always get things right first time every time

WE ARE INCLUSIVE



# INCLUSIVE



We are committed to **encouraging all kinds of people** to enjoy visiting London's Royal Parks and seek, through our employment practices and everyday behaviour, to be an organisation that is representative of the city it serves.

We **view difference and variety positively** and make everyone feel equally valued and welcome.

We plan and design everything we do so it is **accessible and appealing to everyone**.

# INCLUSIVE BEHAVIOURS

## EFFECTIVE BEHAVIOUR

- ✓ Get the basics right: make the effort to say hello, get to know my colleagues and show an interest in life inside and outside of work
- ✓ Recognise and celebrate different personalities and working styles
- ✓ Show self-awareness in my working style and be prepared to adapt and change this to recognise the needs and preferences of others
- ✓ Acknowledge the ideas and input of others irrespective of their job role
- ✓ Be willing to try new things, to be outside of my comfort zone
- ✓ Actively look for opportunities to learn from others – ask “what can I do to help, what might I learn from this, what could I do differently to assist?”
- ✓ Create the right environment so that others feel able to contribute (e.g. set the right tone during meetings and 1-1s, draw quieter voices into a discussion)
- ✓ Seek to understand how activities and initiatives work together to support and create maximum impact across the whole organisation

## INEFFECTIVE BEHAVIOUR

- x Commit to action without consideration of the diverse needs of our audiences (internal and external) – apply a ‘one size fits all’ approach
- x Only listen to and respond to individuals and teams that shout the loudest
- x Value my work (project, team, initiative) above all others – not recognise the priorities of others/actively deprioritise requests from other teams
- x Be inconsistent (e.g. about how I approach things internally versus externally; apply one rule for one and one rule for another)
- x Show bias or lack of respect and treat some teams/individuals more favourably than others
- x “Bulldoze” (e.g. talk fast, dominate a conversation) to get a decision or result that I want
- x Use language that actively encourages division (e.g. talking about them and us)
- x Be dismissive (of an idea, way of working, approach) and not consider the impact of this on others (e.g. others may be discouraged)

WE ARE OPEN



# OPEN



We **encourage access** to knowledge and information, collaborative management and decision-making and the empowerment of our staff to share their ideas and skills to make an active contribution to the direction of the charity.

We **seek and welcome input** from peers and specialists in our sector and are committed to sharing best practice.

# OPEN BEHAVIOURS

## EFFECTIVE BEHAVIOUR

- ✓ Be approachable – “how can I help”, “come and ask me”; have an open door; consider the impact of my tone of voice and body language
- ✓ Actively listen (withhold judgement, reflect, summarise, ask open ended questions to clarify)
- ✓ Share information when it is possible and appropriate – ask “why wouldn’t I share this” as a starting point
- ✓ Make myself available to colleagues
- ✓ Be upfront in addressing issues before they become a bigger problem
- ✓ Take an active interest in what is happening outside my team, directorate and organisation
- ✓ Actively communicate / explain the impact of what we’re trying to do and why – rather than focus on a list of tasks
- ✓ Proactively look for opportunities to encourage others to work across teams/departments/ and to share ideas
- ✓ Trust people to use information responsibly
- ✓ Ask for feedback and be open to being challenged
- ✓ Ask questions (remain curious, interested, want to learn from others)

## INEFFECTIVE BEHAVIOUR

- x Be unwilling to consider changes to my practices and approaches
- x Withhold or drip feed information when it could help others
- x Sweep things under the carpet (avoid issues or potentially tricky conversations because it’s easier)
- x Have a narrow view of my role – show little interest in the work of the wider team or organisation
- x Ignore changes or trends which might impact or benefit my own or team’s work (actively default to “the way we’ve always done things”)
- x Work in isolation – show little interest in the wider context and development outside of my immediate area
- x Use jargon unnecessarily
- x Be secretive rather than confidential
- x Impose my own solutions (tell, give unsolicited advice)

WE ARE RESPECTFUL



# RESPECTFUL



We treat everyone in ways that are **reasonable, right and just**.

We treat people **without favouritism or discrimination**. We apply this principle to how we behave towards our staff, our visitors, our supporters and our stakeholders.

We **show due regard** for the feelings, wishes and rights of others.

We recognise the importance of **individual and collective views**, cultures and customs and are mindful not to cause offence.

We value and seek to use and showcase the **expertise and experience of others**.

We **consider the views of others** when taking decisions. Our decisions may not always be popular but they will always be fair and justifiable.

# RESPECTFUL BEHAVIOURS

## EFFECTIVE BEHAVIOUR

- ✓ Get the basics right – make time for people, be on time, contribute in meetings, update my out of office and voicemail, answer my phone, get back to people, say thank you
- ✓ Actively look for opportunities to help others
- ✓ Seek to understand the priorities of others and acknowledge/appreciate their contribution to the whole
- ✓ Reflect on how my words and actions affect others
- ✓ Thank someone for their contribution and time
- ✓ Recognise the 'go to person' may not always be the manager and go to them for input/advice
- ✓ Acknowledge when I am wrong or don't have an answer
- ✓ Show consideration (weigh up recommendations, options and advice) before making decisions
- ✓ Deal with problems in the moment rather than ignoring or saving them up (hoping they might go away)
- ✓ Manage my emotions and information sensitively when addressing a difficult situation

## INEFFECTIVE BEHAVIOUR

- x React defensively to constructive feedback
- x Pull rank unnecessarily (using hierarchy, tenure in the organisation) to get what I want
- x Excuse others' behaviour and not challenge difficult behaviours because it's easier to avoid or ignore
- x Only deliver and be visible for my managers, not for others
- x Say one thing and do another; pay lip-service
- x Prioritise work for self-promotion rather than organisational need
- x Make individual excuses ("it's just X, they are always like this")
- x Make things personal and fail to remain objective
- x Make others feel afraid or foolish for asking for help
- x Dominate a conversation to get a decision or result

THANK YOU

