



Speak Up

See something, do something

Skilled behaviours

- Takes actions if things don't seem right
- Confidently challenges and raises concerns
- Speaks the truth
- Speaks out about concerns and encourages colleagues to do the same
- Is comfortable in challenging and raising concerns to all levels
- Knows and uses the correct channels to report concerns

Unskilled behaviours

- Ignores or avoids things that aren't working as they should be
- Walks away rather than raises concerns
- Covers things up when they go wrong
- Avoids speaking up through fear of conflict
- Doesn't consider the impact of their approach or behaviour
- Holds back opinions and ideas which might be valuable to or help others



Respect & Protect

Our people, the planet, the law and our Company

Skilled behaviours

- Is inclusive, seeks to understand others, treats everyone with respect and ensures that others to the same
- Safeguards the health, wellbeing and safety of colleagues and guests
- Always follows procedures to protect the environment and safeguard the reputation of Corporate Shipbuilding
- Is compliant when it comes to safety and environmental policy
- Prioritises the right way over the easy way to get things done

Unskilled behaviours

- Can be offhand or rude to others
- Ignores health, safety and environmental risks
- Breaks the rules or cuts corners to get things done
- Treats everybody the same without regard for their differences
- Allows exclusion, cliques and intimidating behaviour to happen amongst colleagues



Improve

Focus on compliance and our performance as a team

Skilled behaviours

- Works well with others and together they do their best work
- Provides input and shares ownership of tasks
- Promotes team work and collaboration amongst colleagues
- Pauses to learn from experience and looks for opportunities to continuously improve
- Keeps self and colleagues up to date to stay in compliance with the rules, protocols, legal and policy requirements

Unskilled behaviours

- Doesn't keep up to date with procedures and processes
- Only thinks about their own work, not a team player
- Breaks the rules to cut corners or get things done
- Blames others or makes excuses for poor performance
- Accepts or overlooks poor or inefficient work
- Doesn't look for root causes for non compliance



Speak Up



Improve



Respect & Protect



Communicate



Listen & Learn



Empower





Communicate

Talk openly about our values and priorities and act as we expect others to

Skilled behaviours

- Speaks openly and contributes ideas and views constructively
- Keeps colleagues informed and is clear about priorities
- Is open and trustworthy
- Can see how their behaviour impacts others
- Considers how they do things as well as what they do
- Adapts style to suit audience
- Talks about and demonstrates the Culture Essentials, as well as recognising others for doing the same
- Is widely trusted, transparent and free from hidden agendas

Unskilled behaviours

- Makes negative comments about others rather than giving constructive feedback directly
- Doesn't pay attention to the Culture Essentials
- Does not mind offending others
- Doesn't consider who they need to communicate with about priorities
- Exhibits or ignores unethical behaviour
- Is unapproachable



Listen & Learn

Listen to each other, be accountable for our actions and learn from our mistakes

Skilled behaviours

- Asks or involves others to increase understanding
- Learns from experience and others, looks to continuously develop
- Takes personal responsibility for decisions, actions and failures
- See individual or team failure as an opportunity to learn
- Demonstrate a genuine interest and respect in what's being said, the person saying it and their intent
- Pay attention to how something is said in addition to what is being said
- Aware of and able to moderate own emotional reactions

Unskilled behaviours

- Doesn't listen or invite input
- Acts defensively when given feedback
- Blames others or makes excuses for poor performance
- Repeats mistakes, ignores or forgets to make required changes
- Retaliates when challenged
- Lacks curiosity and acts on incomplete or inaccurate understanding
- Doesn't hold self to account, avoids the discussion
- Doesn't look for opportunities to learn



Empower

Give our teams what they need to succeed

Skilled behaviours

- Shows energy and enthusiasm, shares ownership of tasks
- Considers ways to support colleagues to succeed
- Recognises that we're all on the same side
- Shows support to others and their priorities
- Understands the needs of others
- Coaches and invests time in supporting and upskilling colleagues
- Invites input from colleagues, encourages diversity of thought
- Communicates with energy and engages colleagues in getting results

Unskilled behaviours

- Is obstructive to the goals of others
- Doesn't invite others to collaborate
- Declines to support others without good reason
- Is unclear in their expectations of colleagues
- Holds back, afraid of not being seen as the expert



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