

Guide to each Success Factor

The framework is made up of a number of elements

Success Factor

This describes the Success Factor, providing the topic and the emphasis

Definition

This provides a definition of the Success Factor

Leadership Bands

The framework covers three leadership Bands

Description

There is a description of the behaviours that would be expected to be demonstrated for each of the Bands under each Success Factor

Indicators

There are two types of indicator, Positive and Contrary, and each Band will provide several illustrations. Some of the descriptions (behaviours) are the same across the three leadership/management Bands. The Success Factor "Shape the Warburtons Culture" for example has "Treats safety as a key business priority"; a behaviour that should be demonstrated by everybody

<i>Drive innovation and breakthrough thinking</i>		
Challenges the status quo, fosters new ideas and perspectives; continually benchmarks activities against best practice.		
First Line Managers and Technical Specialists	Middle Managers and Advanced Technical Specialists	Business Leader/ Senior Manager
<p>Description: Is aware of and uses good and responsible practices from other companies/organisations. Adopts and implements new ideas, encouraging and supporting others to do so. Recognises team members for thinking and acting differently. Refines current practice and process.</p> <p>Positive indicators:</p> <ul style="list-style-type: none"> Recognises there may be other and better ways of working Listens to other's suggestions and ideas with an open mind Reviews current practices and processes when mistakes occur in order to fix problems Asks for ideas and suggestions and listens with an open mind <p>Contrary indicators:</p> <ul style="list-style-type: none"> Only seeks information from immediate/limited sources Resists new initiatives Accepts current practice as the only way of achieving excellence Dismisses ideas or suggestions made by others 	<p>Description: Uses internal and external comparisons to review, embed and validate excellence. Embraces and promotes new ideas. Encourages others to create and innovate and acts as a role model. Looks for new, and better, ways of doing things.</p> <p>Positive indicators:</p> <ul style="list-style-type: none"> Compares own performance to that of others in order to learn and make changes Is open to new ideas and works to develop and implement them accordingly Refines procedures and processes as a result of feedback and suggestions Promotes the value of creativity and innovation and willingly explores others' suggestions <p>Contrary indicators:</p> <ul style="list-style-type: none"> Does not consider the practice of those around them or external influences Undermines or finds fault with new initiatives outside current practice Relies on current thinking rather than fostering a culture of continual improvement and innovation Quickly finds reasons not to innovate and change 	<p>Description: Benchmarks activities against best practice, pushing the organisation to adopt new initiatives. Looks to continually improve what is already underway and fosters a climate of experimentation.</p> <p>Positive indicators:</p> <ul style="list-style-type: none"> Benchmarks performance against external comparators Advocates innovation and change in order to deliver future business value Creates and promotes approaches designed to stimulate improvement Recognises and rewards creativity, innovation and improvement <p>Contrary indicators:</p> <ul style="list-style-type: none"> No effort is made to make comparisons with others and other external organisations Resists change and strives to maintain current practices Strives to protect known and trusted approaches Takes little time to consider new and alternative approaches