

Arval UK Behaviour Framework

PAY ZONE
B2

The
Journey
Makers



The dynamic dozen

– our 12 behaviours for success



OWNERSHIP AND ACCOUNTABILITY

Taking responsibility for everything that we do, see and play a part in – for our customers, suppliers and fellow Journey Makers.



CUSTOMER SERVICE CULTURE

Dedicated to delivering exceptional experiences that show empathy, engagement and collaboration throughout the Arval journey. Because customer service is in our DNA.



KNOWLEDGE AND EXPERTISE

Demonstrating a sound technical knowledge and proactive approach. Adding value to every interaction we have.



'DARE TO DISCOVER' MINDSET

Having a thirst for learning, combined with curiosity and a willingness to try out new ideas in the search for creative, innovative solutions.



EFFECTIVE COMMUNICATION

Showing clear, concise and effective communication and influencing skills. With the ability to stay calm, even under pressure.



SUSTAINABILITY

Helping us improve our focus on sustainability and our impact on each other, our customers, our communities, and the wider world.



EMBRACING DIGITAL

Embracing technology and digital tools to help us drive efficiency and productivity. Helping us bring our vision and mission to life.



TEAMWORK

Enhancing our collaborative culture by building inclusive relationships, breaking down barriers and creating an environment of trust and respect.



GOVERNANCE, RISK AND COMPLIANCE

Working within the boundaries of our governing frameworks and acting with integrity to create an environment that's safe and secure for all.



COMMERCIAL AND DATA AWARENESS

Showing an understanding of how Arval operates. Along with a good grasp of the financial and data side of our business.



INSPIRATIONAL LEADERSHIP

Being a Journey Maker role model who can create, manage and maintain highly engaged teams through authentic and inspirational leadership.



STRATEGY AND VISION

Understanding the vision that guides us and cascading it alongside our strategy, business roadmap and key performance indicators (KPIs).



Ownership and accountability



POSITIVE INDICATORS

- Is clear about expectations and what the team needs to accomplish
- Schedules time effectively and uses efficient work methods and tools to ensure the most important work gets done first
- Demonstrates a determination to meet and then exceed individual and team targets
- Holds themselves and others to account for delivering on their commitments and can have constructive conversations whilst doing so.



NEGATIVE INDICATORS

- Unable to redirect team effort and resource when goals are not being met
- Has an unfocused team working independently, with limited positive impact on the wider business
- Avoids giving constructive feedback to others.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Quickly identifies effective and timely ways to pursue a task or problem
- Creates an environment where individuals take ownership for their actions and behaviours and there is open communication.

★★ ADVANCED

- Gives regular, balanced and constructive feedback
- Develops and puts into place contingency plans
- Praises others, reinforcing desired behaviours and outcomes.

★★★ EXPERT

- Tracks team performance against key indicators. Adapts style to direct or to guide, depending on the situation and the individual
- Diligently tracks own performance and makes appropriate adjustments.

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Customer service culture



POSITIVE INDICATORS

- Demonstrating a sound knowledge of the customer journey as a whole
- Understanding our different types of customer, even if they're not dealt with daily
- Thinking differently to achieve customer goals
- Demonstrating genuine empathy with the needs of the customer
- Always protects the customer's interest, ensuring a positive outcome is achieved whether it's done personally or by a fellow Journey Maker.



NEGATIVE INDICATORS

- Does what's easiest rather than what's right for their customer
- Is satisfied with delivering an average customer experience
- Thinks about single transactions with customers rather than looking at the 'big picture'
- Lack of team direction causes delays or unsatisfactory responses to customer feedback or complaints
- Pays attention to 'their part' of the customer journey without considering the cause and effect of their team's actions on other parts of the journey.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Has an awareness of their typical customers and their differing needs and barriers
- Is not afraid to ask 'why' or 'why not?' in order to better understand, or better meet, customer needs.

★★ ADVANCED

- Has a deep understanding of the customers' challenges and how our products and services can support them
- Can easily recite the customer journey and their individual needs
- Is a vocal and active champion of excellence in customer service.

★★★★ EXPERT

- Is always considering and creating opportunities for innovation within customer service
- Has the ability to join dots between local customer service initiatives and wider global strategy
- Recognises and upholds the importance of team culture in achieving a high level of excellence in the customer journey.

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Knowledge and expertise



POSITIVE INDICATORS

- Can confidently apply specialist knowledge and skills to different scenarios
- Takes a true business partnership approach, using knowledge, skills and experience to support initiatives and projects across Arval
- Uses specialist knowledge to help create processes, policies and procedures that enhance our performance
- Has the ability to undertake new research within specialist areas to help our business innovate
- Is starting to be seen as the 'go to' expert and is involved in putting together documents, strategies, models and approaches that are used across the business.



NEGATIVE INDICATORS

- The advice, skills and knowledge offered doesn't always lead to a positive outcome
- Is unable to work at a strategic level and only focuses on day-to-day matters
- Offers biased or unhelpful feedback
- Relies on one or two main ways to use their knowledge or approach a challenge – and struggles to work in any other way.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Offers advice and guidance that's more strategic in nature and always sees the 'big picture'
- Typically finds that gut instinct is mostly right
- Feels more confident in taking measured risks, and can work out ways to put things right if they go wrong.

★★ ADVANCED

- Supports the development of new ways of working and processes
- Can explore and develop new skills and knowledge to widen expertise
- Is sought out internally and externally for their opinion and views.

★★★ EXPERT

- Sets specific goals for projects and teams to monitor quality and performance
- Can objectively review work and give balanced and constructive feedback
- Is able to review an approach and add value by suggesting alternatives.

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'Dare to Discover' mindset



POSITIVE INDICATORS

- Actively enables a culture where ideas and suggestions are encouraged and nurtured
- Future oriented, not constrained by what has gone before
- Naturally curious: identifies opportunities for improvement, asks 'why,' and works to understand the root cause of issues
- Puts forward new creative ways of approaching problems including the deliberate use of creative thinking techniques
- Undertakes all relevant training required for the role, with a clear understanding of its importance and value
- Encourages and ensures all team members undertake all relevant training required for the role, with a clear understanding of its importance and value.



NEGATIVE INDICATORS

- Closes down other people's ideas or suggestions
- Would rather 'get something done' than explore why something happened to avoid it happening again
- Hasn't completed relevant necessary training for their role.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Whether in a project lead or managerial role, makes space for conversations that are creative and brings forth new ideas
- Knows which skills they would like to develop next and has a plan of action to achieve them (for themselves, and their team).

★★ ADVANCED

- Manages the tension between being future focused and trying new things; with holding on to the things that work well
- Explores creative thinking techniques such as brainstorming.

★★★ EXPERT

- Takes time and effort to really understand the 'why' without rushing into solution mode, and supports others to do the same
- Creates time and space for others to learn
- Contributes to learning and training materials.

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Effective communication



POSITIVE INDICATORS

- Consistently delivers core messages with enthusiasm
- Actively listens to what others say, encouraging openness and striving to understand their message
- Able to get a compelling message across to all levels both inside and outside the organisation
- Increasing ability to influence others
- Respects others' views, feelings and values and appreciates the value of diversity.



NEGATIVE INDICATORS

- Rigid communication style that inadequately balances professionalism and humanity
- Dismisses other viewpoints without truly considering them
- Limited ability to influence others through communication approach
- Limited evidence of empowering others to share thoughts, views and feedback.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can consistently get a compelling message across to all levels both within and outside the organisation
- Shows potential to effectively persuade and influence others.

★★ ADVANCED

- Commands attention and interest of their audience by the appropriate use of voice, body language and visual aids
- Effectively persuades and influences others; gains influence where there is no direct line of authority.

★★★ EXPERT

- Exploits opportunities to present key messages to senior audiences
- Sets up regular communication forums and systems to enable others to communicate regularly and effectively, and to hear feedback.

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Sustainability



POSITIVE INDICATORS

- Communicates with teams about a more sustainable future
- Understands the business-wide strategy, and looks for ways to align this with their own work
- Suggests ideas and solutions within their teams to make an environmental impact across the business, communities and customers
- Join in, and champions, all sustainability related training and communications.



NEGATIVE INDICATORS

- Talks broadly with team about the business-wide sustainability approach without making tangible connections or commitments at a team level
- Is yet to complete any relevant training that has been offered
- Has a limited ability to talk passionately about our sustainability goals or inspire others to get involved.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Has engaged with and cascaded sustainability messaging to their team
- Has actively digested and engaged with the wider strategy
- Is proactive in sustainability related idea generation
- Knows the key points on the topic and how it relates to the business.

★★ ADVANCED

- Is confident in talking about sustainability and can lead debates and conversations within the team
- Can clearly articulate the wider strategy and relate it back to their team strategy
- Can go beyond just ideas and generate real solutions
- Has a passion for sustainability and is actively trying to learn more.

★★★ EXPERT

- Actively looks for ways to link sustainability to everyday actions of the team
- Can engage teams confidently in the wider strategy and how it links or complements their own team strategy and goals
- Is showing potential for becoming a sustainability leader and champion.

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Embracing digital



POSITIVE INDICATORS

- Encourages others to challenge old ways of working and suggest improvements
- Sees technology as the ultimate enabler – providing possibility, opportunity and access for individuals, business and society
- Understands that technology is evolving rapidly and the way we work must follow suit
- Explores apps, systems, concepts and ideas within the boundaries of our core business
- Is fuelled by the excitement that change can bring and is hungry to keep evolving – personally and professionally.



NEGATIVE INDICATORS

- Sees technology as a barrier to 'getting the job done'
- Is yet to maximise the potential of collaborative working that technology enables
- Discourages others from working in a way that is enabled by technology and disproportionately focuses on 'in-person' delivery.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Takes a data-driven approach, enabled by our systems and platforms, to understand numbers, ask the right questions, predict outcomes and articulate findings
- Forms intelligent arguments backed-up by insightful analytics.

★★ ADVANCED

- Applies technology to become more efficient and collaborative within the team, project and wider business
- Is relentlessly curious, questions the status quo and doesn't limit themselves or the team to the job scope.

★★★ EXPERT

- Encourages others to experiment with new ideas – for example, through rapid prototyping and supporting them to learn from their failures.
- Ensures team is collaborating with others when working to implement change – small or big.

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Teamwork



POSITIVE INDICATORS

- Is a champion for diversity, equity and inclusion
- Is known for strong relationships across the organisation
- Has built dynamic and diverse teams and projects
- Always takes into account the impact of their actions on the wider business, and ensures collaboration is at the heart of what they do
- Encourages a culture of trust and autonomy.



NEGATIVE INDICATORS

- Is unfriendly or unapproachable and contributes to a less welcoming team atmosphere
- Fails to ask for, or dismisses other people's views without considering them
- Has a reputation of being 'difficult to work with' and takes no action to improve this.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Understands and can demonstrate why diversity, equity and inclusion is important to Arval
- Has a very strong network they draw upon when required

★★ ADVANCED

- Is identified as a future role model in the business for excellence in respect, trust and integrity
- Is able to create, curate and maintain fantastic relationships with suppliers and partners outside of Arval.

★★★ EXPERT

- Builds effective teams and motivates those around them to focus on a common goal
- Is regarded as invaluable to the team's engagement levels

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Governance, risk and compliance



POSITIVE INDICATORS

- Calculates and analyses the impact of our governing frameworks when making decisions
- Compliant with all Financial Conduct Authority regulations
- Has a healthy attitude to risk-taking within our business
- Collaborates across the business on any governance related issues.



NEGATIVE INDICATORS

- Is yet to complete any relevant training that has been offered
- Sees risk management as a tick-box exercise rather than fundamental to our ways of working
- Ignores or avoids addressing behaviours, in themselves and others, that contradict our governance, risk and compliance responsibilities
- Shows a lack of care, attention or diligence in individual or team work.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Participates in governance based discussions and brainstorming sessions
- Demonstrates the right behaviours to the team
- Can confidently action disciplinary procedures where required.

★★ ADVANCED

- Challenges their team to be as risk and governance focused as possible
- Collaborates well to actively support solving regulatory issues
- Role models the desired behaviours within team and quickly corrects underperformance or bad habits.

★★★ EXPERT

- Can quickly consider and assess risk before making a decision
- Has impeccable standards for diligence and compliance
- Shows clear leadership and collaboration in championing positive behaviours for data, risk and compliance.

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Commercial and data awareness



POSITIVE INDICATORS

- Uses technology to positively impact quality and efficiency
- Anticipates change that could have a commercial impact
- Proactively brings knowledge and expertise to drive increased performance.



NEGATIVE INDICATORS

- Is unwilling to learn or develop numeracy skills required to do their job well
- Fails to consider how certain actions or decision can impact the bottom line
- Identifiable examples of working inefficiently, through lack of planning, due diligence or misreading the information available to them
- Doesn't use the tools and systems available to access pertinent financial and data information.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can easily explain our role and commercial position within the Group
- Regularly uses technology and data analysis to drive efficiencies
- Is starting to show an understanding that team engagement drives profitability.

★★ ADVANCED

- Understands the legislation associated with our products and services and how this impacts the commercial running of the business
- Is regularly relied upon to optimise team performance in order to increase profitability.

★★★ EXPERT

- Is showing the potential to think differently in order to drive increased margins
- Can foresee when a project or task is changing and evaluate and communicate its commercial consequences.

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Inspirational leadership



POSITIVE INDICATORS

- Ensures that the vision and values are understood, practiced and reinforced within their team
- Develops others by acting as mentor coach and trainer
- Takes time to discuss individuals' career aspirations
- Is not afraid of recruiting, managing or working with talented people who may eventually surpass them
- Stretches others beyond what they thought was possible
- Creates meaningful and value-add objectives for their team, and helps people managers create and manage their teams
- Brings a development focused approach by holding regular and thoughtful 1:1s as part of the PDR process.



NEGATIVE INDICATORS

- Limited evidence of creating shared understanding and commitment within the team in delivering on team and business goals
- Inconsistent team leadership demonstrated through irregular 1:1s and undefined individual goals
- Is threatened by talented colleagues and demonstrates behaviours that could be perceived as undermining their success.

★ COMPETENT

- Helps to build a shared view and a common vision
- Proactively discusses individual's careers aspirations and supports their growth.

★★ ADVANCED

- Asks for feedback from others to enhance self-awareness and raise own capability
- Helps others to see what's possible and supports them to take steps toward that.

★★★ EXPERT

- Constructively challenges themselves and others to raise the bar by providing challenging and stretching tasks, assignments and development plans.

CHECKPOINT:
DOING THE
RIGHT THING?

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Strategy and vision



POSITIVE INDICATORS

- Articulates and explains the vision of where the business needs to go in an exciting and powerful way to generate enthusiasm
- Is able to prepare and communicate structured plans, but also to adapt them quickly to reflect changing priorities balancing urgency and importance
- Demonstrates the ability to lead others, either in a managerial role or by taking leadership of team projects and work streams.



NEGATIVE INDICATORS

- Works in an unstructured or ad hoc way that negatively impacts the delivery of the end goal
- Has a basic ability to lead others, inspire commitment or weave values into their ways of working
- Has little or no appetite to work with leaders in the business to develop or contribute towards relevant strategies.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Shows a growing confidence and ability in leading teams and projects
- Volunteers to take on more strategic work
- Takes more of a helicopter view when making decisions and plans.

★★ ADVANCED

- Can adapt and change plans to manage changing priorities and still focus on delivering the long-term goal
- Asks coaching questions to encourage others to think about the vision and strategy in their role.

★★★ EXPERT

- Is competent in envisioning the end goal and defining valuable measures to demonstrate success
- Plans measurement into projects and activities as a baseline
- Partners with departmental leaders to shape, develop and future-proof the strategy and road map for their function.

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The Journey Makers