



Arval UK Behaviour Framework

PAY ZONE
B3

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
- Is determined to meet and then exceed individual and team targets
- Consistently role models accountability and holds themselves and others to account for delivering on their commitments, in a constructive and supportive manner
- Champions the learning opportunities to be gained from success and failure – and is honest about the role they and others have played in the outcome.



NEGATIVE INDICATORS

- Has an unfocused team working independently, with limited positive impact on the wider business
- Inconsistent delivery on commitments so hard to hold others to account
- Limited evidence to show learning from failure and the role they play in such scenarios.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Takes notice of individual team member's current behaviour to assess performance; and is not unfairly influenced by past judgements of performance.

★★ ADVANCED

- Keeps a tight focus on performance indicators and objectives to prompt action
- Always avoids passing on work to others to complete, and encourages others to do the same.

★★★ EXPERT

- Is a shining role model who always delivers on assigned actions and goals
- A mentor to the team and someone who sets an excellent example when it comes to accountability and accepting failure.

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Customer service culture



POSITIVE INDICATORS

- Understands how the different business areas impact the customer
- Has an understanding of the whole customer life cycle and how their needs change at each stage
- Shows total dedication to customer experience, innovation and a customer service culture
- Demonstrates 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

- Is satisfied with delivering an average customer experience
- Thinks about single transactions with customers rather than looking at the long-term relationship
- 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

- Is clear about how our business is different when it comes to the customer experience
- Is able to reference the customer service strategy and knows how their role and the team's function links to it.

★★ ADVANCED

- Demonstrates a restless desire to improve the experience of our customers
- Takes notice of the drivers that build customer engagement and retention
- Is able to easily see the impact and role of every function on the customer journey.

★★★ EXPERT

- Proactively suggests and implements improvements to the customer experience
- Creates and maintains a team culture that focuses on customer service
- Designs and develops effective processes to satisfy and exceed customer needs.

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Knowledge and expertise



POSITIVE INDICATORS

- Is building a reputation, inside and outside of the business, as the 'go to' expert
- Can recognise the responsibility and impact of long-term strategic projects or plans
- Uses specialist knowledge to help create processes, policies and procedures that enhance our performance
- Is self-aware and confident enough to identify and fill any gaps in their knowledge or skills.



NEGATIVE INDICATORS

- Hides concerns or questions rather than asking for help or guidance
- Avoids opportunities to work on strategic or high-profile projects
- Tends to stay quiet rather than offer an informed point of view
- No obvious steps taken to improve learning in their field.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Is committed and excited about achieving high performance across the business
- Is actively building their personal brand within professional circles.

★★ ADVANCED

- Understands that fields of expertise are always evolving so takes steps to keep skills fresh and relevant
- Wants more involvement in strategic decision-making and volunteers for opportunities.

★★★ EXPERT

- Is regularly asked for specialist advice on highly strategic matters – from colleagues and leaders
- Confidently offers sound and excellent advice
- Is comfortable influencing strategic decisions.

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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
- Puts forward new creative ways of approaching problems including the deliberate use of creative thinking techniques
- Devises alternative methods to accomplish tasks in times of crisis
- Looks for and creates opportunities for other perspectives to be shared
- 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
- In times of crisis, gets stuck and can't think around a problem
- Hasn't completed relevant necessary training for their role.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Supports others to develop themselves and devise actionable development plans
- Recognises and applauds brave thinking with equal enthusiasm whether it resulted in success or not.

★★ ADVANCED

- Takes calculated and measured risks when trying new things – weighing up the possible gains and losses
- Sees failure as a learning opportunity
- Consistently advocates learning for themselves and others.

★★★ EXPERT

- When under pressure, thinks laterally to find solutions
- Can specifically talk about ideas implemented by themselves or their team that have resulted in success.

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Effective communication



POSITIVE INDICATORS

- Consistently and confidently delivers core messages with enthusiasm
- Actively listens to what others say, encouraging openness and striving to understand their message
- Skilful at getting a compelling message across using logic and emotion – both inside and outside the organisation
- Clear ability to influence others and form reasoned arguments
- Respects others' views, feelings and values and appreciates the value of diversity.



NEGATIVE INDICATORS

- Limited evidence of empowering others to share thoughts, views and feedback
- Limited ability to influence others through communication approach
- Inconsistently communicates messages of importance including core business matters.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Reliable, confident and energetic delivery of core messages
- Developing storytelling skills that use emotion and logic.

★★ ADVANCED

- Confidently presents complex information to senior stakeholders in a professional yet approachable way
- Varies their influencing approach depending on the situation and the people to be influenced.

★★★ EXPERT

- Can coherently form and articulate reasoned arguments calling on multiple points of information
- Communicates with purpose and reason
- Actively listens.

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Sustainability



POSITIVE INDICATORS

- Fully understands the Arval sustainability approach, and ensures sustainability features in their own work
- Champions and actively encourages teams to support a more sustainable future
- Has a strong understanding of emerging sustainability topics and trends across the industry and is proactive in applying this knowledge to benefit others.



NEGATIVE INDICATORS

- Talks broadly with their team about the business-wide sustainability approach without making tangible connections or commitments at a team level
- Has a limited ability to talk passionately about our sustainability goals or inspire others to get involved
- Chooses suppliers without considering wider ethical and sustainability credentials.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Understands the wider strategy and how this impacts the team
- Really considers their choice of supplier or partner based on their ethical and sustainable values
- Is very active in suggesting ideas for being more sustainable.

★★ ADVANCED

- Promotes sustainability as a topic in meetings and communications
- Is confident in the wider strategy and very clear on how the team can support it
- Within teams is a role model for actively encouraging new ideas and solutions
- Realises 'sustainability' goes beyond ideas like recycling, and has a hand in how we do business.

★★★ EXPERT

- Uses examples and own knowledge to engage their team on the topic
- Harnesses the power of their team to actively address and implement solutions
- Takes an active interest in arising topics and trends in this space to advance their knowledge
- Is known for their passion and dedication to sustainability.

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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
- Is engaged in transformation – digital and business – and can influence others to get behind plans.



NEGATIVE INDICATORS

- 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
- Stays on the edge of business transformation projects and takes a passive role.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Demonstrates agility by scanning the landscape of their field or industry, identifying what advancements could mean for the business and proactively suggesting change before the need for change arises.

★★ ADVANCED

- Pushes themselves and the team to think harder, smarter and better; knowing that the best innovations and results happen when teams push each other beyond their imagination, when they share ideas and disagree openly.

★★★ EXPERT

- Through testing out ideas, understanding the business, and having a keen eye on what's happening in the world, can find what works and replicate it at scale
- Is ready to let go and move on from ideas that haven't produced the desired result.

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Teamwork



POSITIVE INDICATORS

- Is an active, vocal champion for employee engagement and inclusive teamwork
- Shows an increasing ability to delegate and empower others
- Understands the concept of psychological safety and promotes this within the team
- Always takes into account the impact of their actions on the wider business, and ensures collaboration is at the heart of what they do.



NEGATIVE INDICATORS

- Is unfriendly or unapproachable and contributes to a less welcoming team atmosphere
- Fails to ask for, or dismisses others' views, without considering them
- Has a reputation of being 'difficult to work with'.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Has a point of view on diversity, equity and inclusion for our industry
- Takes time to build sustainable relationships and invests in their colleagues at a meaningful level.

★★ ADVANCED

- Is able to balance strategic business drivers with people engagement needs
- Shows an understanding of when, how and why to delegate effectively
- Creates psychological safety within their team.

★★★ EXPERT

- Has an expert network in and out of the business including colleagues in other departments, suppliers, partners and collaborators across the Group that they take advantage of regularly
- Is an expert communicator who can effortlessly build teams and connect colleagues.

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Governance, risk and compliance



POSITIVE INDICATORS

- Is starting to expand their knowledge and learning in governance, risk and compliance
- Compliant with all Financial Conduct Authority regulations
- Consistently demonstrates ethical, honest and competent work and leadership
- Role models the right behaviours and creates a safe environment for teams to speak up.



NEGATIVE INDICATORS

- Is yet to complete any relevant training that has been offered or has team members that have not completed necessary training
- 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
- Considers only the risks in front of them without thinking laterally about other risks that could need managing.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can identify compliance and risk matters across multiple roles involved in a project
- Champions governance related training and communications.

★★ ADVANCED

- Proactively thinks ahead to possible risks and creates strategies accordingly
- Regularly expands their knowledge in governance, risk and compliance.

★★★ EXPERT

- Takes ownership of risk and governance outcomes across the full team and on all projects
- Can actively contribute to governance related meetings with sound knowledge and ideas.

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Commercial and data awareness



POSITIVE INDICATORS

- Has a clear and demonstrable track record of thinking commercially
- Can easily articulate our unique selling proposition as a business, and is clear on our commercial proposition at each point in the customer journey
- Is able to recall our commercial and financial facts and figures without hesitation
- Will own or positively influence local budgets in a way that takes into account short-to-mid term planning.



NEGATIVE INDICATORS

- Fails to consider how certain individual and team actions or decision can impact the bottom line
- Doesn't use the tools and systems available to access important financial and data information – or impress upon their team the need to do so
- Lack of evidence of thinking commercially.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Proactively and enthusiastically looks to close any knowledge gaps in terms of commercial and financial acumen
- Has awareness of our competitors and how their offer differs to ours
- Effectively manages and plans a team budget.

★★ ADVANCED

- Regularly demonstrates innovative thinking that results in commercial gains
- Stays up to date with industry best practice and critically applies this to their role
- Shows potential to lead a team with commercial and data values at its heart.

★★★ EXPERT

- Is able to measure (and state) their impact in commercial terms
- Runs a highly engaged team, knowing that this positively drives productivity and performance
- Takes an evidence based approach, using data and research to inform their thinking.

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Inspirational leadership



POSITIVE INDICATORS

- Ensures that the vision and values are understood, practiced and reinforced in their team and beyond
- Delegates effectively to empower others and give them opportunities to grow
- Sets clear expectations and provides the appropriate level of guidance, mentoring and coaching based on individual needs
- Creates an enjoyable and inclusive team atmosphere
- Can flex between providing leadership, support, coaching and mentoring
- 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 I2Is as part of the PDR process.



NEGATIVE INDICATORS

- Inconsistent team leadership demonstrated through irregular I2Is and undefined individual goals
- Is threatened by talented colleagues and demonstrates behaviours that could be perceived as undermining their success
- Gets stuck in one type of leadership style, rather than flexing as the need arises.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Draws groups together, while keeping teams informed and aligned to organisational goals
- Empowers the team to 'course correct' when necessary.

★★ ADVANCED

- Knows the difference between coaching, mentoring and directional leadership and can accurately assess which is needed and when.

★★★ EXPERT

- Sees the growth of talented team members as a personal achievement
- Is recognised as a 'leader of the future' in the business.

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Strategy and vision



POSITIVE INDICATORS

- Ensures that the vision and values are understood, practiced and reinforced throughout the organisation
- Is able to translate decisions and ideas into tangible actions
- Is able to organise themselves and others to achieve short and long-term deliverables
- Is able to prepare and communicate structured plans, but also to adapt them quickly to reflect changing priorities balancing urgency and importance.



NEGATIVE INDICATORS

- Has limited confidence or ability to lead on the development of strategies and delivery roadmaps
- Ignores or avoids addressing behaviours, in themselves and others, that aren't aligned to our values
- Disproportionately focuses on operational or transactional matters.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can bring energy and influence others to live the values in active ways every day
- Is able to challenge behaviours or actions that don't align with the values.

★★ ADVANCED

- Supports others to make connections with the strategic direction of the business and the part they play
- Can make strategic conversations relatable and easy for others to understand
- Is starting to own department strategies and roadmaps, from creation to delivery.

★★★ EXPERT

- Applauds and recognises any contribution to strategic goals
- Organises and supports others to deliver on short and long-term goals
- Is organised and focused on the 'big picture'
- Has direct influence on strategies and roadmaps that are transversal and link to the global picture.

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The Journey Makers

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