

Arval UK Behaviour Framework



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

- Lets the quality of their work and decisions be the 'gold standard' inspiring others to aim for the same
- Demonstrates accountability through their actions and sets the pace for leadership and performance excellence
- Builds accountability into leadership approach and is always open to discussion when it comes to setting objectives and performance targets, agreeing realistic yet reaching goals.



NEGATIVE INDICATORS

- Limited awareness of the current status of team goals and progress on business projects
- Takes ownership of success but not the role they play in failure
- Spends a disproportionate amount of time on the 'less important' projects.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Shows pride and recognises the collective achievements of teams and departments when working towards business goals
- Is focused on delivering the key outcomes and doesn't get distracted by lesser priorities.

★★ ADVANCED

- Consistently delivers 'gold standard' work and thinking that pushes others to step-up and reach higher
- Has an unwavering focus on meaningful progress with confidence to challenge peers when this isn't apparent.

★★★ EXPERT

- Balances demands and ambition of the business with resource and capability of teams and departments to collectively agree objectives and delivery timelines
- Clearly identifies measurable objectives (team, department, personal) that link to the long-term strategy of the organisation.

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Customer service culture



POSITIVE INDICATORS

- Is developing long-term partnerships with suppliers and customers
- Can analyse customer needs and transform them into practical solutions
- Is taking control and creating new opportunities to exceed customer expectations
- Is known for being a customer service champion and someone who clearly contributes to our 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

- Thinks about single transactions with customers rather than looking at the long-term relationship
- Pays attention to 'their part' of the customer journey without considering the cause and effect of their team or department's actions on other parts of the journey
- Limited evidence of driving customer service improvement in their area of responsibility.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Is able to cultivate and maintain partnerships that offer long-term, strategic and mutual benefit
- Can see a challenge and swiftly identify both the concept and execution, pushing this through the business to completion.

★★ ADVANCED

- Is a vocal and active champion for customer service across Arval, owning and driving a positive focus on all activities that impact the customer
- Actively encourages and inspires others to drive the customer service vision and strategy.

★★★ EXPERT

- Has a strong and proven track record in making sound strategic decisions to further our customer strategies
- Always thinking of new ways to not just improve the customer experience, but improve fellow colleagues' connections to that customer.

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Knowledge and expertise



POSITIVE INDICATORS

- Is a leader in their field with highly developed expertise that's recognised internally and externally
- Has knowledge that is highly valuable to the strategic direction of the business
- Understands what knowledge is needed for effective decision-making and can spot where problems may occur
- Is able to take risks confidently, knowing they have the knowledge and skills to back them up
- Ensures that Arval runs effectively by coaching and mentoring others.



NEGATIVE INDICATORS

- Is indecisive or regularly changes their mind on the correct course of action. Causing others to lose confidence
- Focuses too much on day-to-day or reactive matters, neglecting more strategic matters
- Oversees low quality work or a poorly performing team
- No awareness of the skills needed within the business and their specialist area.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Reinvigorates and enhances the skills pipeline by investing in the professional development of others
- Always drives high performance.

★★ ADVANCED

- Expert knowledge makes them a key player in the business
- Confidently makes highly complex decisions
- Considers complex and sensitive information before making a decision.

★★★ EXPERT

- Has a growing track record of making sound strategic decisions that are good for our business
- Can translate highly technical data and information and present it in a compelling way to senior stakeholders.

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'Dare to Discover' mindset



POSITIVE INDICATORS

- Identifies and implements new ways to improve and promote Arval business
- Manages the relative success or failure of new ideas in ways to encourage critical thought, learning and further innovation
- Adopts an 'always learning' mindset and isn't afraid to tread new paths
- Puts forward ideas for others' development from internal and external sources.



NEGATIVE INDICATORS

- Narrow focus on where inspiration comes from and tends to rely on internal sources, limiting learning from external sources or industries
- Limited evidence of investing in own and others' learning
- Sees failure as a weakness and as such, inhibits team's willingness to fail forward.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Takes inspiration from external sources and deep knowledge of Arval to proactively suggest meaningful improvements to the business
- Listens to understand – at all levels of the business.

★★ ADVANCED

- Creates the conditions for others to try new things and supports the learning process
- Enables open knowledge exchange as an effort to mentor and support other learning journeys.

★★★ EXPERT

- Adopts an 'always learning' mindset and creates space for 360-degree learning i.e. reverse mentoring
- Balances established experience and expertise with new learning and practices.

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Effective communication



POSITIVE INDICATORS

- Builds a strong and convincing business case to support decisions and actions
- Is articulate and persuasive in representing the interests of the company
- Is a skilled storyteller, connecting the audience to the message through emotion, wisdom and fact, both inside and outside the organisation
- Influences, develops and inspires employees throughout the organisation
- Respects others' views, feelings and values and appreciates the value of diversity.



NEGATIVE INDICATORS

- Underdeveloped storytelling skills that inconsistently use emotions, fact, experience and evidence
- Limited evidence of empowering others to share thoughts, views and feedback
- Limited ability to influence and inspire others through communication approach.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can distil multiple sources of information into clear and succinct business cases
- Uses their own style of communication to inspire and motivate employees.

★★ ADVANCED

- Effectively influences decision making on complex matters
- Encourages open communication with colleagues and navigates tricky issues with tact and diplomacy.

★★★ EXPERT

- Relied upon to represent the interest of the company – internally and externally
- Accomplished public speaker
- Creates opportunities to enable understanding.

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Sustainability



POSITIVE INDICATORS

- Is a genuinely inspiring champion of sustainability
- Has a clear understanding of the United Nations Sustainable Development Goals (SDGs) that Arval contributes to
- Shows potential to be a thought-leader in the industry for sustainability
- Shows evidence that 'thinking sustainably' doesn't just mean 'being greener' – but considering our whole business model and organisational development
- Collaborates with Journey Makers, customers, suppliers and partners to pioneer mutually beneficial sustainable and ethical business practices
- Makes decisions that impact the business with sustainability at the core.



NEGATIVE INDICATORS

- Has a limited ability to talk passionately about our sustainability goals or inspire others to get involved
- Shows a narrow perspective on what it means to be sustainable – doesn't consider the whole picture as set out in the UN's SDGs
- Considers sustainability when making decisions but as an afterthought rather than a core factor
- Limited evidence of rallying teams and departments behind working in a more sustainable way, so has delivered limited successful outcomes related to sustainability.

★ COMPETENT

- Has a strong knowledge of our sustainability approach and is confident in communicating it
- Regularly suggests ideas for a more sustainable future
- Has a good understanding of SDGs, the key sustainability topics and challenges that are being looked at across our business.

★★ ADVANCED

- Demonstrates sustainable thinking through their own strategies and business cases
- Actively looks for ways to improve our approach to business ethics and sustainability. And seeks solutions with customers, suppliers and partners
- Is confident in SDGs as well as wider current key trends and topics within sustainability.

★★★ EXPERT

- Uses influence and knowledge to inspire action and ownership within their teams
- Creates their own ways to keep sustainability front of mind with their team and wider department
- Has a sound knowledge of SDGs
- Is regarded internally as a leader in sustainability
- Tracks and monitors sustainability of the department and the team's engagement with it.



Embracing digital



POSITIVE INDICATORS

- Shows an ability and willingness to transform themselves in order to transform the business
- Understands and embraces the idea that uncertainty is inevitable, explores what is technologically or transformatively possible, and considers the risk-reward trade-off
- Paints a compelling picture for change, helping others understand where the business is heading and why the changes are important.



NEGATIVE INDICATORS

- 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, takes a passive role, or fails to inspire others to embrace change
- Considers advances in technology to be short-lived trends and something that shouldn't influence long-term decision-making.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Believes adopting new technology is a strategic, not just operational move
- Considers the wider implications of tech and how it can contribute to other strategic commitments such as sustainability.

★★ ADVANCED

- Understands that the company needs to take some well-grounded strategic gambles if it wants to improve business outcomes.

★★★ EXPERT

- Is prepared to review long-held beliefs recognising that sometimes it's necessary to demolish what's been created in the past to make space for more efficient systems and solutions.

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Teamwork



POSITIVE INDICATORS

- Is a guardian of team culture
- A strong delegator with an accountability mindset
- Shows a clear understanding of how an engaged team drives better performance
- 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

- Fails to address negative behaviours in themselves or their team
- Has a controlling leadership style
- Contributes to a negative, exclusive, closed, unwelcoming team culture
- Demonstrates unhelpful behaviours when under pressure.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can connect team engagement to business outcomes
- Is able to define roles and responsibilities within a team, setting guardrails to protect team culture
- Is growing skills in conflict management and calm under pressure.

★★ ADVANCED

- Supports considered risk-taking aligned to our frameworks and helps team members experiment in pursuit of change and improvement
- Is a skilful delegator whilst remaining accountable at all times.

★★★ EXPERT

- Has the ability to rally, motivate and inspire the team around a common goal and strategic principles
- Maintains and leads a team with trust and empowerment at its core, demonstrated in team engagement scores
- An undeniable ally for diversity, equity and inclusion.

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Governance, risk and compliance



POSITIVE INDICATORS

- Has a track record of acting ethically and honestly with competence and professionalism
- Compliant with all Financial Conduct Authority regulations
- Has a strong network across the organisation that supports them in being compliant and aware
- Works efficiently and collaboratively to ensure governance frameworks are implemented at every stage of a project
- Takes full accountability of regulatory impact in a group setting.



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
- Delegates all responsibility for managing risk, governance and compliance matters without playing an active role – even though they are accountable.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Can spot opportunities for taking calculated risks
- Can analyse a situation and pinpoint areas of required governance and compliance
- Can easily offer a compliance strategy before starting a project
- Manages disciplinary action with ease.

★★ ADVANCED

- Is known in the business for their sound approach to risk and compliance
- Is regularly responsible for projects with high risk or compliance needs
- Regularly collaborates with their Arval network to keep governance, risk and compliance front of mind.

★★★ EXPERT

- Is familiar with, and upholds the highest standards of conduct and ethics
- Takes calculated risks and can articulate the rationale for doing so
- Is regularly creating strategies that demonstrate governance-based thinking.

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Commercial and data awareness



POSITIVE INDICATORS

- Has very high financial acumen and strong commercial skills
- Is alert and aware of external, political, social, economic and environmental factors
- Is always close to team numbers and performance
- Raises Arval's profile through establishing and converting new business, suppliers or processes
- Will own or positively influence local budgets in a way that takes into account mid-to-long-term planning and has direct impact on the bottom line in our P&L.



NEGATIVE INDICATORS

- Considers how certain individual and team actions or decisions can impact the bottom line – yet inaccurately predicts the outcome
- 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, balancing financial viability and return, operational necessity and changing customer and partner needs.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Keeps up to date with relevant external factors that could affect the Arval business
- Is able to make decisions and set priorities based on potential return on investment
- Shares commercial and cross-functional awareness with others.

★★ ADVANCED

- Shares external factors that could affect the Arval business with their team
- Is willing to turn down short-term gain for longer-term strategic benefit
- Selects business initiatives, recruits and creates new solutions that fit within Arval's strategic and commercial framework.

★★★ EXPERT

- Teaches others and helps them to sharpen their commercial expertise
- Contributes to the commercial direction of the company, sets and exploits trends and changes in the market that could affect Arval's bottom line
- Monitors reports and works toward understanding and eliminating low margin or unprofitable business.

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Inspirational leadership



POSITIVE INDICATORS

- Is able to give perspective and meaning to objectives and priorities
- Promotes team building and creates the conditions to increase the enthusiasm and commitment of those they work with
- Sets an example in their personal contribution and by keeping their own commitments
- Willing to share own experiences and expertise to help others improve
- Helps others to progress in their jobs by providing current, direct, complete and 'actionable' positive and corrective feedback
- 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
- Gets stuck in one type of leadership style, rather than flexing as the need arises
- Lacks the ability to effectively inspire and motivate their team behind projects that they are personally less interested in.

★ COMPETENT

- Can bring passion, vitality and purpose into business objectives and priorities, energising others to contribute
- Stays true to their word.

★★ ADVANCED

- Can openly explain their own motivations, strengths, limitations and direction of travel
- Sees failure as part of the process – rich with valuable learning.

★★★ EXPERT

- Affords others the opportunity of open, useful, and specific feedback
- Encourages others, without prejudice, to share their constructive feedback.



Strategy and vision



POSITIVE INDICATORS

- Develops and communicates transversal strategies and goals that achieve competitive advantage
- Adapts and refines the vision in light of emerging issues
- Is clear about what has to be achieved in terms of strategic priorities and sets priorities accordingly
- Creates a compelling picture of the organisation's future and communicates it with personal commitment.



NEGATIVE INDICATORS

- Ignores or avoids addressing behaviours, in themselves and others, that aren't aligned to our values
- Blindly commits to vision and strategy without considering changing context and environment and adapting accordingly
- Sets goals and KPIs in isolation without consulting with relevant teams and departments.

CHECKPOINT:
DOING THE
RIGHT THING?

★ COMPETENT

- Enthusiastically tells a visionary story of the direction of the business
- Uses logic, reason and emotion to engage others in the direction of the business.

★★ ADVANCED

- Balances business logic, commercial necessity and human impact when refining the vision due to emerging issues
- Embodies the vision and values unwaveringly.

★★★ EXPERT

- Empowers and encourages others to be inventive and forthright in delivering on vision and values
- Welcomes constructive challenge on the delivery of the strategy and defined KPIs.

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The Journey Makers