



# 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 reach for the same
- Demonstrates accountability through their actions and sets the pace for leadership and performance excellence
- Is ultimately responsible and accountable for the long-term strategic performance within their business area.



## NEGATIVE INDICATORS

- Comfortable with consistently producing mediocre work and sets the tone for others to do the same
- Chases numbers rather than meaningful progress
- Hides performance challenges rather than addressing them openly.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Consistently supports others to understand the necessity of accurate performance measures and how it influences long-term commercial decision-making
- Has a clear view of the current status of KPIs at any given time.

## ★★ ADVANCED

- Expertly weaves commercial data and performance indicators into compelling emotive stories that inspire and motivate others to deliver with passion
- Doesn't let pride get in the way of performance.

## ★★★ EXPERT

- Is the primary influencer and owner of strategic planning and delivery in their business area.
- Routinely gives advice and guidance on complex decisions that will have significant impact on business performance.

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# Customer service culture



## POSITIVE INDICATORS

- Has a deep understanding of the Arval customer strategy and approach
- Can design and develop customer-first processes
- Is always looking for opportunities to better meet customer needs
- Is upholding and championing a customer-first 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 short-term interactions with customers rather than looking at the long-term relationship
- Limited evidence of driving customer service improvement in their area of responsibility
- Has vague or undefined customer service or satisfaction objectives and key measures.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Is driving the customer service vision by coordinating their own plans, as well as the actions of other people and teams
- Frequently identifies and suggests new ways to better meet customer needs.

## ★★ ADVANCED

- Is a vocal and active champion for customer service at Arval, and across the whole industry
- A fearless innovator and disruptor, continually improving our position and reputation as a customer-first organisation.

## ★★★ EXPERT

- A thought leader for customer service, regarded by others as creating a legacy in this space
- Able to articulate and communicate a customer service vision and strategy that ladders up to wider business goals.

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# Knowledge and expertise



## POSITIVE INDICATORS

- Regularly shares their thoughts and has a point of view on trends in the industry
- Has knowledge that is critical to the strategic direction of our business
- Understands what knowledge is needed for effective decision-making and can spot where problems may occur
- Ensures that Arval runs effectively by coaching and mentoring others
- Is responsible and accountable for high-quality delivery and performance.



## NEGATIVE INDICATORS

- Fails to confidently influence strategic decisions
- Has a limited network of peers, thought leaders, associates or partners
- Strategic decisions are often made without asking for their opinion or advice
- Is responsible for a low performing team and inconsistent delivery.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Ensures our business is fighting fit on an operational and commercial level
- Has established relationships with other thought leaders, influencers, industry associates and partners in their field.

## ★★ ADVANCED

- Has expert knowledge that is seen as critical to the strategic direction of our business
- Expertly influences and navigates high-risk, high-complexity long-term business matters.

## ★★★ EXPERT

- Leads high-performing teams that consistently deliver on strategic objectives
- Spearheads the successful completion of innovative programmes of work in their area of expertise.

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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
- Creates space for diverse and varied perspectives to be heard, understood and included
- 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

- Sticks with tried and tested methods even when the scenario calls for something different
- Limited evidence of investing in own and others' learning
- Provides limited opportunities to hear, consider and understand diverse and varied perspectives.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Champions change initiatives and continuous improvement across functions and organisation
- Advocates radical change where significant improvements are generated for the business.

## ★★ ADVANCED

- Anticipates future trends in the business or wider environment, and identifies and drives proactive change strategies to meet them
- Drives initiatives and ways of working that will amplify more diverse perspectives.

## ★★★ EXPERT

- Communicates the benefits of change with passion and energy at all levels of the business
- Skilfully influences others to get behind new initiatives helping them to see benefits for themselves, customers, the business and beyond.

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# Effective communication



## POSITIVE INDICATORS

- Builds a strong and convincing business case on highly complex matters to support decision-making
- Is reliable, articulate and persuasive when representing the interests of the company to senior and influential stakeholders
- Influences, develops and inspires employees throughout the organisation and role models inclusive communication
- Is a skilled storyteller, connecting the audience to the message through emotion, wisdom and fact, both inside and outside 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, inspire and motivate others through communication approach – both internally and externally

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Good at forming and articulating compelling business cases on highly complex matters
- Role models inclusive communication and inspires employees using those skills.

## ★★ ADVANCED

- Assembles coalitions or builds 'behind-the-scenes' support in order to increase their chances of influencing others or building commitment.

## ★★★ EXPERT

- Deeply understands that influencing is only possible through nurturing relationships and skilled communication. Puts this at the heart of how they do business.

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# Sustainability



## POSITIVE INDICATORS

- Shows evidence that 'thinking sustainably' doesn't just mean 'being greener' – but considering our whole business model and organisational development
- Is the foremost champion of our Arval sustainability strategy and related initiatives
- Links different departments together with a common goal of sustainability
- Is a genuine ambassador for sustainability in the wider industry.



## NEGATIVE INDICATORS

- Has 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
- Is unable to see sustainability as a business enabler.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

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

## ★★ ADVANCED

- Gives their own, unique point of view on sustainability at Arval, both formally and informally, online and offline
- Actively looks to find areas of improvement and seeks solutions with customers, suppliers and partners
- Is focused on growing the department in a sustainable way, considering their team's future needs and succession planning.

## ★★★ EXPERT

- Uses their strong influencing skills to compel others (in and out of the business) to take action
- Has tangible evidence of improvements within the team on sustainability
- Is regarded as an industry ambassador for sustainability, regularly offering their opinion online, in press or at speaking engagements.

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# Embracing digital



## POSITIVE INDICATORS

- Is willing to transform themselves in order to transform the business
- Paints a compelling picture for change, helping others understand where the business is heading and why the changes are important
- Visibly champions creativity and big-thinking at every level – from new hires to the board room – actively role-modelling a culture that encourages risk taking and discovery
- Believes the possibilities are endless when it comes to technology and human potential.



## NEGATIVE INDICATORS

- 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
- Limited evidence of enhancing standard operating procedures to take full advantage of new and emerging technology.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Modifies standard operating procedures to integrate new technologies and ways of working
- Considers multiple factors when implementing new technologies including user experience, regulatory obligations and financial return.

## ★★ ADVANCED

- Creates and empowers cross-functional project teams with end-to-end accountability to deliver tech-enhanced products and services, internally and externally.

## ★★★ EXPERT

- Demonstrates some or all of the elements of a digital mindset, with increasing ability.
- Is comfortable with change and has an agile and collaborative approach with a digital-first mindset
- Has an explorer's mind, embraces diversity and is focused on growth.

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# Teamwork

CHECKPOINT:  
DOING THE  
RIGHT THING?



## POSITIVE INDICATORS

- Leads a highly engaged team whose connection with their leader is evident in their performance and engagement
- Plans for the long-term success of the team in line with business objectives
- Takes a clear, cool approach to conflict and pressure
- 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 the team
- Has a controlling leadership style
- Contributes to a negative, exclusive, closed, unwelcoming team culture
- Demonstrates unhelpful behaviours when under pressure
- Focuses on team results at the expense of employee experience.

## ★ COMPETENT

- Is becoming an inspiring and skilful coach
- Takes delight in hiring diverse, ambitious talent that's hungry for success (and may even grow to become a stronger performer than themselves).

## ★★ ADVANCED

- Is able to sustainably plan for the future team's success and reflect this in strategic business plans
- Manages conflict with ease, offering wise and balanced advice
- Show a high degree of empathy and emotional intelligence.

## ★★★ EXPERT

- Is able to challenge directly whilst caring personally about team members
- Is regarded as one of the company's best leaders
- Can spot raw potential, harnesses this and creates powerful and skilful teams
- Is a mentor to many – including those outside of their team.

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# Governance, risk and compliance



## POSITIVE INDICATORS

- Is conscious of their team's appetite for governance related topics and actively creates opportunities to further engage them
- Compliant with all Financial Conduct Authority regulations
- Fosters digital and useful innovations to maximise successful implementation of all governance related rules and checks
- Is open and cooperative with regulators and other contacts.



## 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

- Always takes the initiative in terms of compliance, risk and governance
- Is not afraid to hold others to account.

## ★★ ADVANCED

- Is measuring their team's compliance within our frameworks and creating action plans to optimise performance
- Is regarded as a governance, risk and compliance 'champion' by their colleagues.

## ★★★ EXPERT

- Creates a psychologically safe environment that encourages a 'challenge' or 'speak up' culture
- Implements first-class risk and compliance solutions across the function.

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# Commercial and data awareness



## POSITIVE INDICATORS

- Acts as a guardian of team budget and resource
- Has a track record in making sound commercial decisions
- Uses external, political, social, economic and environmental factors to deepen their strategy, further Arval's profile or drive performance
- Will own broader departmental or transversal 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 decision 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

- Shapes the commercial direction of the company, sets and exploits trends and changes in the market that could affect Arval's bottom line
- Sets multiple budgets and plan pipelines.

## ★★ ADVANCED

- Manages multiple budgets and partners, and is able to offer a helicopter view and make sound commercial decisions across all departments
- Viewed as a key contributor to Arval's overall performance.

## ★★★ EXPERT

- Highly proficient in creating financial plans, budgets and models to illustrate strategy
- Regarded as a crucial driver and enabler of Arval's long-term commercial performance
- Applies effective judgement and is prepared to take and sponsor calculated risks to move the business forward.

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# Inspirational leadership



## POSITIVE INDICATORS

- Supports the development of organisational capability by creating and promoting a talent pool of high-potential individuals
- Coaches others to make decisions and take actions that have a positive impact on Arval's profit margin
- Sets an example in their personal contribution and by keeping their commitments
- Is willing to share their own experiences and expertise to help others improve
- 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

- Gets stuck in one type of leadership style, rather than flexing as the need arises
- Lacks the ability to effectively inspire and motivate the team behind projects that they are personally less interested in
- Limited evidence of identifying and supporting high-potential colleagues to grow and thrive.

## ★ COMPETENT

- Passionately enables 'rising stars' to accelerate their growth by creating opportunities for them to step-up
- Openly shares own experiences to inspire and motivate others.

## ★★ ADVANCED

- Has naturally woven what it means to be a Journey Maker into the way they work
- Delegates challenging projects and decisions, with appropriate support, as growth opportunities for others.

## ★★★ EXPERT

- Skilfully fronts up difficult conversations showing empathetic leadership – with the goal of maintaining strong and engaged teams.



# Strategy and vision



## POSITIVE INDICATORS

- Develops and communicates strategies and goals that achieve competitive advantage
- Takes an agile and holistic approach to adapt and refine the vision in light of emerging issues
- Is clear about what has to be achieved in terms of strategic priorities and enables others to contribute in setting those priorities
- 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
- Is unable to re-prioritise goals or course correct when teams are off-track.

CHECKPOINT:  
DOING THE  
RIGHT THING?

## ★ COMPETENT

- Accurately imagines and plans strategies that bring competitive advantage as well as benefits in other areas such as sustainability
- Keeps others focused on absolute priorities.

## ★★ ADVANCED

- Remains in 'helicopter' view while empowering and enabling others to manage the detail
- Uses own experience and personal stories to engage people in the vision at an emotional level.

## ★★★ EXPERT

- Coaches, supports and empowers others to lead on and deliver highly complex projects that take strides towards delivering on the vision
- Removes barriers and clears the way for others to deliver on complex projects.

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# The Journey Makers