

Introducing our behaviours



Stepping Up in a Changing World

The landscape we operate in is ever changing. We need to be agile and flexible to respond to this, and continue to develop and enhance our solutions and ways of working to ensure we retain our reputation as a sector leader and trusted provider for our clients.

We all play a vital role in this by ensuring that how we work, individually and together, aligns to this mission.

Our behaviours guide the way we work and grow, ensuring we can all contribute to reaching our goals.



Why are we here?

Our vision and mission



Our vision is to create a society free from problem debt

Problem debt is not just an issue for individuals but goes much further - it damages families and communities.

By helping those in debt get back on their feet, and by campaigning for policies that aim to prevent problem debt, we'll help overcome the difficulties that debt creates for our society in the 21st century.

Our interventions have helped transform the lives of millions and we're committed to helping millions more. With the support of our partners and stakeholders, we will work tirelessly to champion all measures that improve the debt landscape in the UK so that fewer people experience the harm of problem debt.



Our mission

We provide free debt advice and solutions for people at risk of or struggling with problem debt and we seek to influence public policy and private sector practice to prevent people falling into problem debt in the first place.

Our commitments

Our strategy sets out how we will work towards our vision of a society free from problem debt in five areas.

We will put our **clients and their needs** at the heart of everything we do

We will **empower our people, and further develop their skills**

We will deliver **value for money** in a changing funding landscape

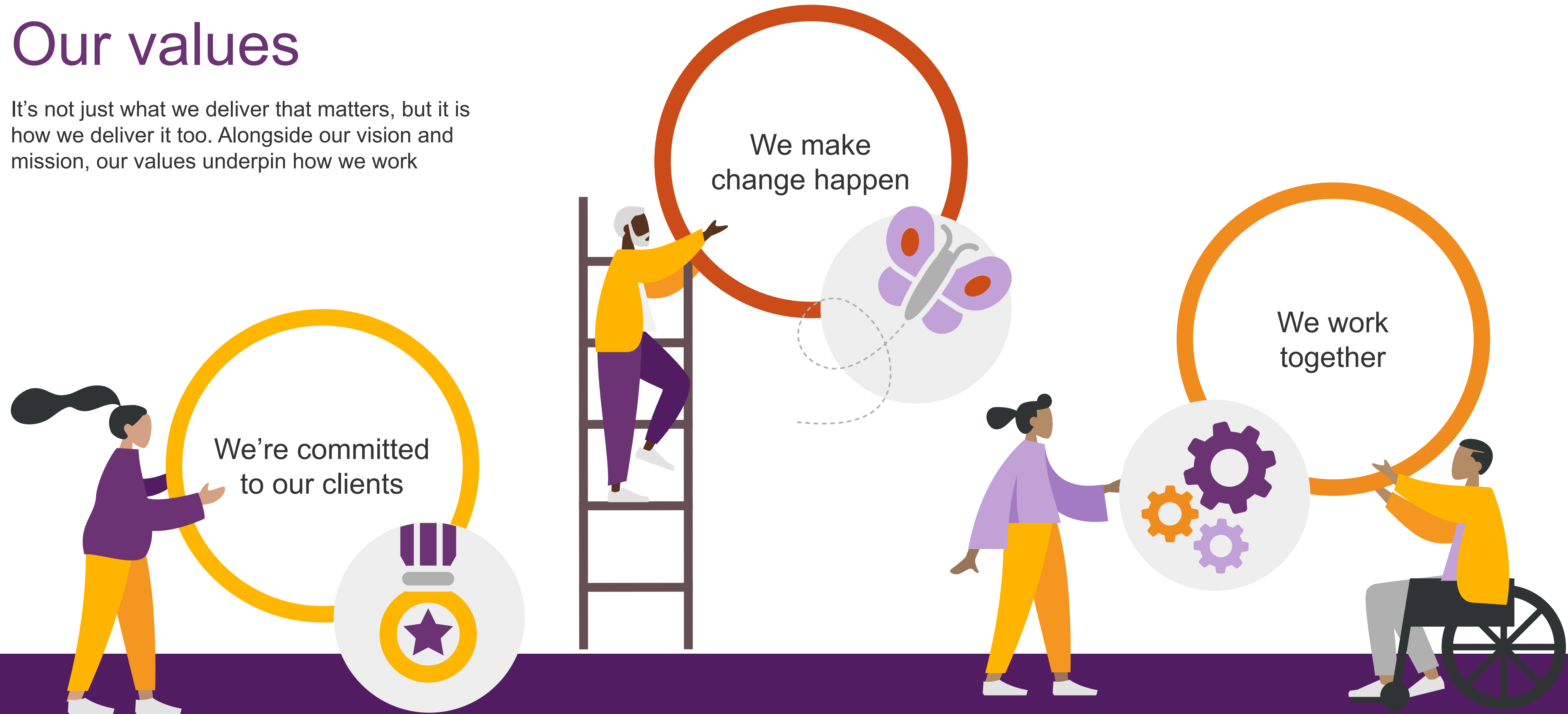
We will **listen to and collaborate** with our growing network of partners

We **campaign to effect changes** that stop people falling into problem debt, and help them recover if they do



Our values

It's not just what we deliver that matters, but it is how we deliver it too. Alongside our vision and mission, our values underpin how we work





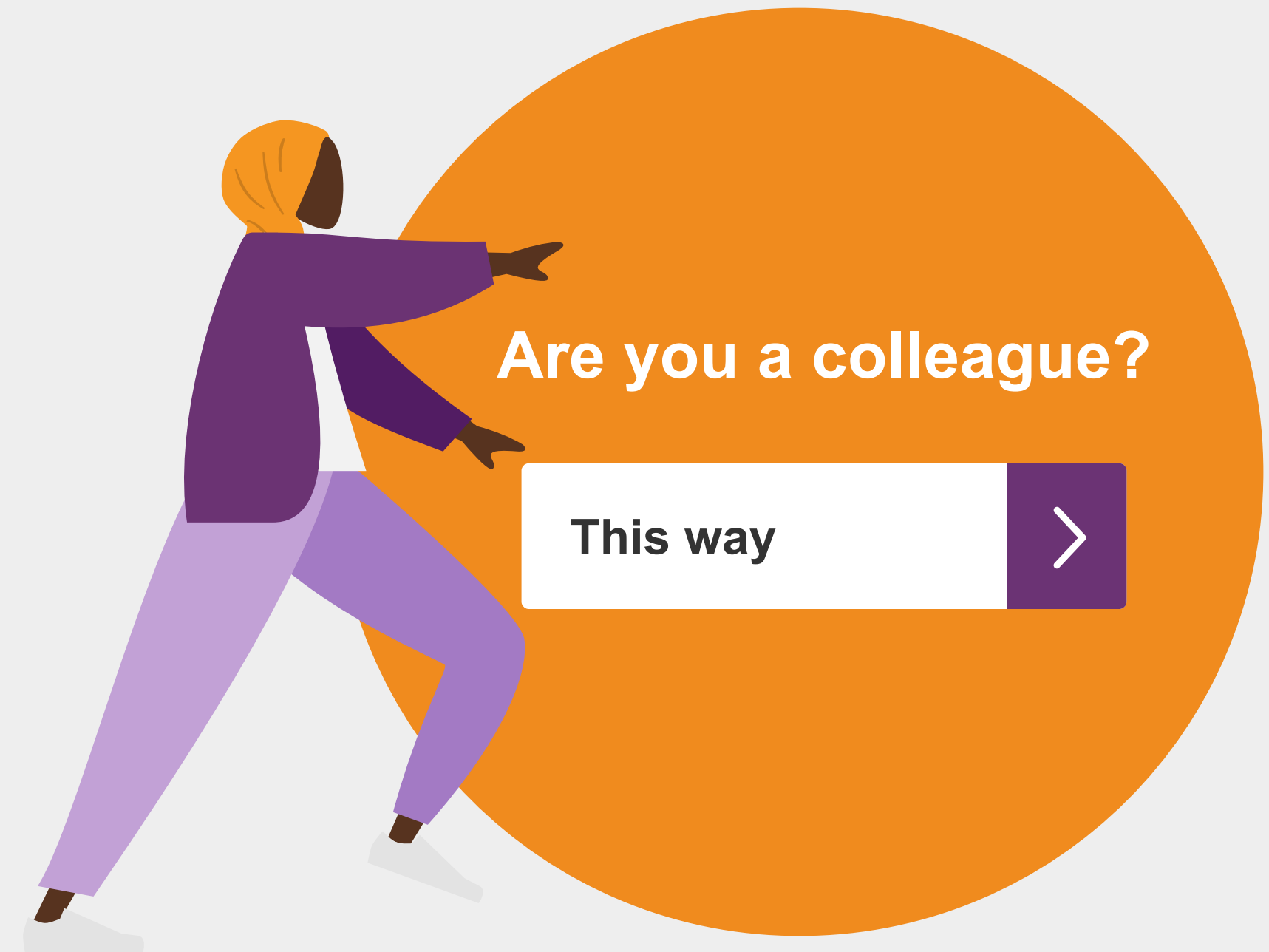
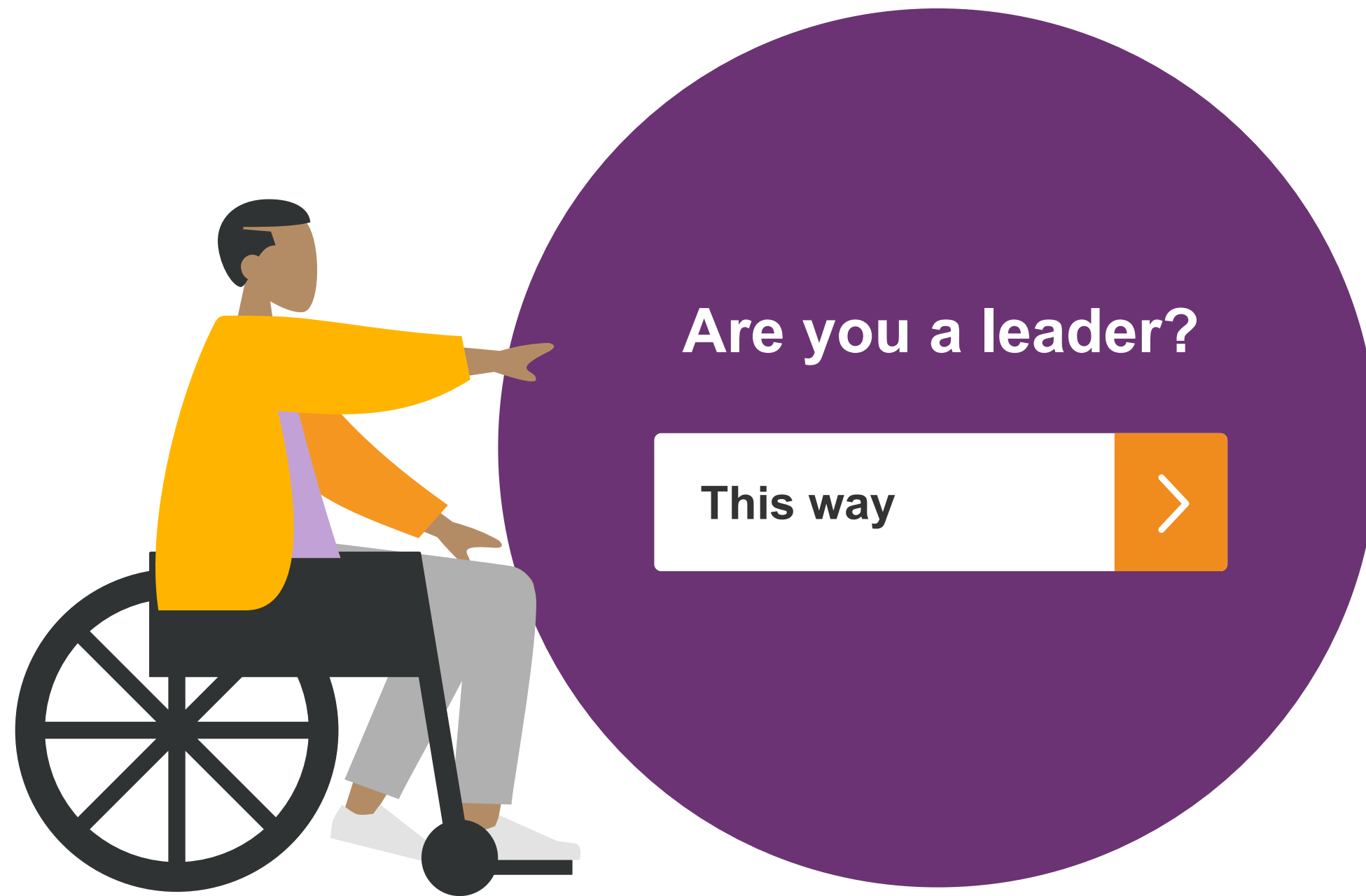
Our behaviours: The part I play

Our behaviours enable the continued evolution of StepChange. Every single person has an important role to play. We all have individual qualities, skills, perspectives and experiences that come together to make us who we are, and it is important we maintain that. But it's also equally important that we have a common way of working that helps us understand what's expected of us and how we can reach our full potential.

That's why we have a set of behaviours that define who we are as a charity and show us what great performance looks like.

Level behaviours

Depending on your role in the Charity, your behaviours may look slightly different when put into practice. We have defined behaviours at two levels – leader and colleague. **Please click on the links to find out more.**



Leader



Colleague



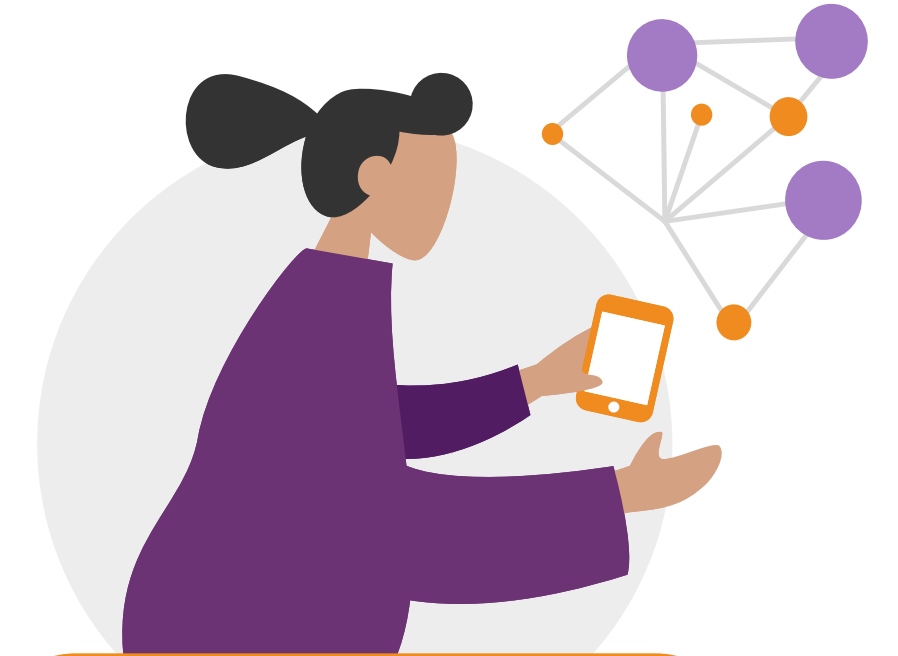
Our leadership behaviours



Act purposefully



Empower talent



Create connections



Drive change



Build trust



Deliver results



Act purposefully

We know we are committed to our clients.
We are aligned behind a common purpose.
We think broadly, shaping our future through commercial, insights-driven decisions, to have a positive impact on clients and partners.

We take a long-term view, guided by our vision, values and purpose. We look outwards, anticipating trends and responding at pace.

As a leader in StepChange, I:

- ✔ Positively engage and motivate people behind an inspirational, clear, and ambitious purpose that supports our values
- ✔ Take a future-focused perspective to decision making, considering what's best for the wider team, charity and client
- ✔ Critically evaluate insights from internal and external sources to make informed decisions, challenging others to do the same
- ✔ Base decisions on an evaluation of client outcomes and commercial implications, driving efficiencies to create value and impact for our clients
- ✔ Stay ahead of industry, policy and digital trends and proactively respond, using internal and external data to formulate action
- ✔ Create an environment focused on clients and partners, ensuring resources and processes are designed to meet their needs



Empower talent

Learning and developing is important to us. We develop everyone to reach their full potential. We are intentional learners who prioritise building capability in ourselves and others.

We trust in the abilities of those around us, sharing knowledge readily and empowering them to take ownership within their role.

As a leader in StepChange, I:

- ✔ Coach and enable team members to self-direct and take ownership within their role, providing opportunities that stretch and empower them to grow
- ✔ Role model taking ownership for own development and seeking opportunities for feedback and learning, encouraging others to do the same
- ✔ Take a strategic approach to development, aligning opportunities to the capabilities needed to deliver organisational priorities and looking outwards to determine future skills needed
- ✔ Champion access to learning for all, providing opportunities at the right time
- ✔ Regularly review and reflect on team effectiveness, coaching others and taking action to increase performance
- ✔ Facilitate shared insight and knowledge, building a supportive and inclusive environment where people can learn from experience and each other



Create connections

Working together is one of our core values. We build strong relationships, partnerships and teams through transparent conversations. We break down silos to enhance collaboration.

We value diversity of thinking, understanding that different experiences and perspectives result in stronger decision-making. We are inclusive, involving the right people with the right skills at the right time.

As a leader in StepChange, I:

- ✔ Facilitate collaboration across boundaries, connecting people across teams, the charity and external partners to deliver value
- ✔ Build and maintain diverse internal and external relationships, acting as an ambassador and leading by example
- ✔ Involve people, internally and externally, with the right skills and knowledge at the right time to drive high performance and impact
- ✔ Drive diversity of thought, seeking out the opinions of people with differing experiences and perspectives
- ✔ Champion individual differences and build a culture of inclusivity and openness, where different backgrounds, cultures and styles are valued



We make change happen. We have the courage to think differently, constructively challenging existing approaches to drive improvements and new ways forward.

We are adaptable and agile, ready to shift direction in response to changing requirements.

We bring people along the journey with us, creating a safe environment for experimenting and emphasising learning to bounce back from set backs.

As a leader in StepChange, I:

- ✔ Act decisively in response to the changing needs of clients, partners and the charity, even when faced with incomplete information
- ✔ Drive a culture of innovation, encouraging others to challenge thinking and bring new insight, ideas and perspectives
- ✔ Role-model experimentation and calculated risk-taking, learning fast from experience and inspiring others to test, learn and adapt new approaches, including being open when things don't go to plan
- ✔ Initiate and lead change and ambiguity, guiding, motivating and supporting others and ensuring teams remain focused on key priorities
- ✔ Recognise when there is benefit in leveraging other people's knowledge and experience, rather than leading the way



We create and sustain a culture of openness, transparency and trust. We have courageous and direct conversations; encouraging honest, constructive and frequent feedback to help each other succeed.

We do this by being authentic, self-aware and respectful. We consider our impact on teams, clients and communities.

We communicate clearly and transparently, even when messages are difficult.

As a leader in StepChange, I:

- ✔ Demonstrate empathy and respect, seeking and taking others' perspectives, needs and motivations into consideration
- ✔ Appreciate own impact on others', including understanding own biases and how they might translate into the workplace
- ✔ Role model open, two-way communication, including transparency around decision-making and actions
- ✔ Provide honest, constructive feedback and address tough conversations without hesitation
- ✔ Demonstrate consistency between words and actions, delivering to commitments and role modelling integrity and fairness
- ✔ Lead by example in showing authenticity and willingly sharing vulnerabilities and mistakes
- ✔ Show visibility, availability and support to others and give recognition and credit for a job well done



Deliver results

We flex our style to deliver results.

We energise and motivate others behind clear goals and priorities, role-modelling resilience and drive to deliver impact and value.

We drive individual accountability and ownership, enabling others to take action and make decisions. We ruthlessly prioritise, ensuring we are spending time on activities that add value.

As a leader in StepChange, I:

- ✔ Define and cascade clear goals and priorities that drive client outcomes and align to the overall strategic direction
- ✔ Trust and enable others to be accountable for their own outcomes, empowering them to make decisions by providing role clarity and effective delegation
- ✔ Ruthlessly prioritise, ensuring priorities link to organisational strategy and abandoning tasks that add little strategic value
- ✔ Champion continuous improvement and drive greater efficiencies, leading to positive client outcomes
- ✔ Balance decision-making with taking action; delivering timely, quality outputs
- ✔ Demonstrate dedication, drive and resilience and motivate others to maintain performance
- ✔ Role model our values and behaviours as a mechanism to achieve results

Our colleague behaviours



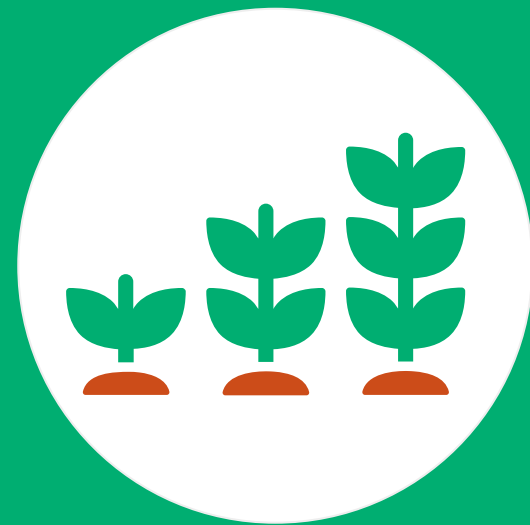
**We are committed
to our clients**



**Making change
happen**



**Working
together**



**Learning and
developing**



Flexibility





We are committed to our clients

I put my client at the heart of everything I do

I provide a consistently positive client experience

What we should see

- ✔ Explains complex information in a way that is easy to understand
- ✔ Talks with warmth and enthusiasm to all clients and makes effort to build rapport
- ✔ Listens, questions and summarises to understand and confirm clients' needs
- ✔ Takes the relevant action to resolve client issues
- ✔ Manages the expectations of both internal and external clients in a constructive way
- ✔ Provides a consistent and appropriate level of service
- ✔ Protects the privacy of our clients whether in or out of work

What we don't want to see

- ✘ Takes what the client has said at face value and does not probe for further detail
- ✘ Interrupts and/or speaks over clients
- ✘ Carries out basic tasks without considering the individual needs of the client
- ✘ Fails to adapt style to individual client
- ✘ Does not pass information to others in a timely way
- ✘ Does not treat clients with respect





Making change happen

I work with drive, energy and accountability

I am accountable for achieving results

What we should see

- ✔ Influences others to change and creates a positive impact
- ✔ Consistently delivers a good job within agreed timescales
- ✔ Contributes to generating new ideas within the team
- ✔ Takes ownership and learns from mistakes so they are not repeated
- ✔ Shows a positive attitude and determination even when faced with setbacks
- ✔ Researches to understand new ideas and changes and adopts them with a positive attitude
- ✔ Presents ideas on how to solve problems
- ✔ Reviews situations objectively and avoids making assumptions
- ✔ Self-motivated and enthusiastic

What we don't want to see

- ✘ Fails to explain the reasons and benefits when communicating change
- ✘ Fails to take responsibility for their mistakes
- ✘ Does not manage or escalate issues appropriately
- ✘ Fails to update the relevant people when work cannot be delivered as agreed
- ✘ Responds negatively to new ideas and changes
- ✘ Too much time spent on problems and no focus on the solutions



Working together

I work well with others and drive
“one team/one best way”

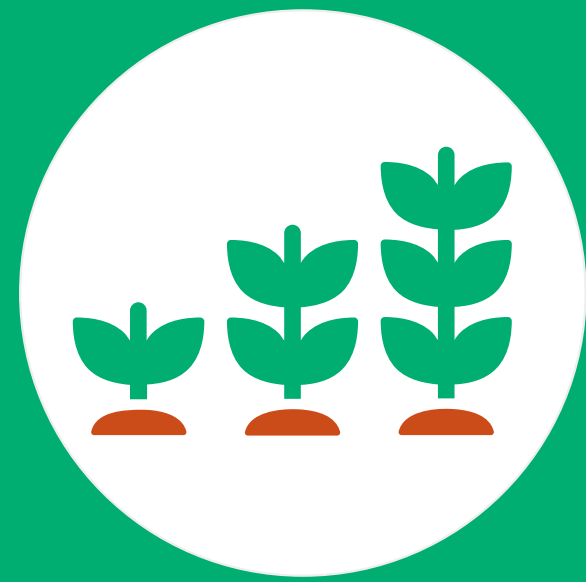
I support and work effectively
with colleagues

What we should see

- ✔ Works well with all colleagues and is a team player
- ✔ Asks for and provides support in achieving goals and solving problems
- ✔ Understands the impact of their actions and behaviour on colleagues and works with them to minimise undesirable consequences
- ✔ Shows respect for other team members and consideration for their feelings
- ✔ Participates positively in team meetings
- ✔ Actively seeks out and considers the ideas, skills and expertise of others to achieve the best result

What we don't want to see

- ✘ Keeps knowledge to themselves and doesn't help others
- ✘ Ignores and excludes others
- ✘ Does not consider the impact of their behaviour on others
- ✘ Criticises others ideas and new ways of working
- ✘ Uses inappropriate tone in team meetings or events
- ✘ Blames other colleagues when things go wrong
- ✘ Speaks negatively or shares rumours about other people



Learning and developing

I make time for personal development

I support the development of others

What we should see

- ✔ Asks for and suggests opportunities to develop and progress
- ✔ Responds positively to offers of development opportunities
- ✔ Develops their own skills and shares experience and knowledge with others
- ✔ Responds positively to feedback and develops their skills based on it
- ✔ Provides constructive feedback to others in appropriate situations
- ✔ Makes time to prepare for one to ones

What we don't want to see

- ✘ Waits for development opportunities to be provided
- ✘ Has to be asked to help and support others
- ✘ Makes excuses and avoids development opportunities
- ✘ Fails to complete compulsory learning within set timeframes
- ✘ Allows frustrations and emotions to have a negative impact on others
- ✘ Does not apply what has been learned from training to day to day role



Flexibility

I adapt my style to achieve the best results

I respond positively to change

What we should see

- ✔ Manages time effectively and carries out work in an organised way
- ✔ Pro-actively seeks relevant information and finds appropriate solutions to problems
- ✔ Adapts to changing workloads
- ✔ Shows willingness to learn and carry out unfamiliar tasks

What we don't want to see

- ✘ Fails to effectively organise self and workload to meet deadlines
- ✘ Is reluctant to adopt new ways of working despite concerns having been appropriately addressed
- ✘ Makes changes to processes without seeking the right agreement or authorisation
- ✘ Voices concerns or disagreement in a non-constructive way

Over to you...

Putting our behaviours into practice

1

Understand

Take the time to familiarise yourself with the behaviours that are relevant to your role, to fully understand what is expected of you and what that might look like in practice.

2

Evaluate

Utilise our behaviours in evaluating and recognising your own strengths and to signpost further development and support, in line with your career aspirations.

3

Apply

Make the most of opportunities to talk about the behaviours and how they apply in yours and others' roles. Utilise our behaviours to support objective setting and evaluation, feedback exchange as well as learning and development.

