



## Level 3

To do this effectively each of us needs to:

- **Understand our purpose and direction** so that we're clear what we're trying to achieve and can focus our priorities on achieving that purpose
- **Understand and manage demand** – know where the demand on our services' time and resources comes from and think about how best to manage this demand so we make best use of our resources
- **Take a customer-centric approach** which puts our customers at the heart of what we do

## BEHAVIOURS

### What this looks like when we're at our best ...

- We value people's voices which means we listen, seek to understand and then act
- We look at the bigger picture – we focus on what matters for the city of Aberdeen
- We step back and ask 'why' – we don't keep doing the same things and expecting a different outcome
- We look for how technology can take us forward, but we also know when the human touch is needed
- We act with integrity – we show moral courage – we do the decent thing
- Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able

### What this looks like when we're at our worst...

Knowing something is rubbish or wasteful but doing it anyway

Not listening or ignoring people's needs

We know best – 'ivory tower' thinking

Being careless with data, resources, time or people

Acting on personal preference or assumptions rather than facts

## KNOWLEDGE

### Understanding the Council's purpose and direction

I understand

- How the services I manage support improved outcomes

## SKILLS

### Understanding the Council's purpose and direction

I show I can

- Use storytelling to create a strong strategic narrative

### Understanding and managing demand

I understand

- The volume, nature and costs of demand on the services I manage
- The importance of early intervention in redirecting limited resources to prevention rather than cure
- How to use design thinking and whole system thinking to improve outcomes and reduce demand through early intervention and prevention

## **Understanding and managing demand**

I show I can

- Empower others to proactively manage demand and apply early intervention in practice to improve outcomes, reduce harm and control costs

## **Taking a customer-centric approach**

I understand

- The importance of engagement and co-creation with customers
- The Community Empowerment (Scotland) Act 2015 and what this means for community engagement

## **Taking a customer-centric approach**

I show I can

- Empower others to take a customer-centric approach and make decisions at the point of need
- Engage effectively with customers through digital and other channels