



Level 4

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

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 organisation can work with partners to support improved outcomes for the people, place and economy

SKILLS

Understanding the Council's purpose and direction

I show I can

- Set the strategic vision for the organisation and inspire others to deliver this

Understanding and managing demand

I understand

- The volume, nature and costs of demand on my service, the council and its partners

Understanding and managing demand

I show I can

- Work with partners and suppliers to design integrated solutions and find opportunities to reduce demand
- Design services so that they consolidate their activities based on customer needs
- Lead the co-design of services with partners, customers and staff

Taking a customer-centric approach

I understand

- The principles of behavioural economics

Taking a customer-centric approach

I show I can

- Balance the need for a consistent approach to service delivery with the unique needs of different customer groups