



Shropshire Tourism Characteristics to deliver excellence

Vision: To be the first choice provider of services to the tourism and leisure sector

In order to achieve excellence within Shropshire Tourism, there are 9 key characteristics that each employee is encouraged to actively demonstrate.

Your line manager will coach you through each of the characteristics to help with your own personal and professional development and support the company in achieving its objectives.



A full explanation of the characteristics is detailed overleaf.

1.0 Personal Characteristics

1.2 Communication

- Listens empathically and works hard to understand all perspectives
- Speaks with conviction and adopts a flexible approach relevant to different audience and situational needs
- Communicates accurately, clearly and openly, using a range of appropriate media
- Explains ideas with clear reasoning in a persuasive manner
- Builds positive relationships by dealing openly, fairly and consistently with others

1.3 Decision Making

- Ensures that decisions are in keeping with the business strategy
- Makes high quality decisions based on all available data
- Takes ownership for own performance and decisions, and their impact on the business
- Thinks through the implications of a course of action prior to committing to a decision
- Acts decisively and constructively when difficult or tough action is required

1.4 Change & Creativity

- Proactively seeks opportunities to introduce beneficial change
- Constructively challenges the status quo to improve performance
- Actively engages others in the purpose and process of change
- Looks for opportunities to generate creative ideas to progress the business and is able to translate these into practical solutions
- Ensures that the impact of change is managed effectively and that the benefits can be measured in business terms

2.0 Team Characteristics

2.1 Team Working

- Inspires and motivates the team to achieve
- Takes collective responsibility for team decisions and encourages others to do likewise
- Challenges team performance to improve standards and capability
- Operates as a highly effective member of the team
- Works hard to ensure that the team is successful and achieves a high degree of synergy

2.2 Relationship Management

- Takes time to manage internal team relationships
- Identifies and deals with conflict in a timely and positive manner, ensuring achievement of constructive outcomes
- Has a clear view of the extended team of members and stakeholders and manages these relationships effectively
- Is aware of the impact of their behaviours on others and modifies behaviour appropriately to develop productive relationships
- Builds effective and trusting relationships that deliver mutual benefit

2.3 Developing Capability

- Proactively seeks feedback on own performance and then takes the appropriate action to improve performance
- Continually looks for opportunities to support other team members in their development
- Provides feedback and coaching to colleagues to facilitate high performance
- Effectively incorporates learning into their work
- Readily shares information and learning for the benefit of the team and the business

3.0 Business Characteristics

3.1 Business Focus

- Has a clear understanding of the vision for Shropshire Tourism and how they can contribute towards its achievement
- Able to manage multiple deadlines and consistently delivers on commitments
- Readily assumes responsibility for business decisions and their implementation
- Develops and executes plans which deliver superior results
- Has processes in place to measure the effectiveness of their actions

3.3 Customer Focus

- Demonstrably places customers at the forefront of their activities
- Works hard to enhance customer service standards
- Honours commitments to customers
- Has processes through which customer feedback can be received and acted upon
- Differentiates customer service provision to create added value

3.4 Entrepreneurial Focus

- Routinely looks for ways to enhance the quality of their work
- Is highly responsive to emergent opportunities to grow the business
- Seeks to maximise the value they contribute to Shropshire Tourism
- Proactively takes steps to ensure Shropshire Tourism is a centre of excellence
- Consistently seeks to evaluate their contribution in terms of value created