

Everyone lives the values using the behaviours below...				
Empowering People	Trust	Impact Driven	Responsibility	Standard of Excellence
I make sure that I fully understand my role. When in doubt, I proactively seek clarity with my superiors.	I trust and respect my colleagues' experience and knowledge in their field of activity. I rely on them to advise on the specific subject matters rather than questioning their capacity.	I look beyond numbers and reports and keep focus on the relevance and impact of my results.	I participate actively in projects and meetings and always make effort to add value.	I acknowledge the great responsibility that our organization has in the world and I champion professional excellence in everything I do.
I celebrate my and my colleagues' results, out of respect and a sense of team and common purpose.	I am confident that my colleagues prioritize the organization's mission and vision, as I do. I act accordingly, by being open to different point of views and proposals.	I understand my role and contribution to the big picture and make efforts to add clarity when needed.	I hold myself and others accountable to keep our word to each other, to be reliable and punctual -- these are the foundations of building respectful relationships in the team.	I stay connected to realities and change on the ground and aim for great results, while constantly striving to exceed my own targets.
I am bold, take chances and push myself to do more and better every day.	I offer trust to all my colleagues as a baseline in my efforts to build harmonious and effective relationships in our teams.	I keep my eyes on the goal: achieving WWF's mission, looking beyond the narrow priorities of myself, my department or team and country.	I take responsibility for my work and take it seriously. I manage my time effectively, according to priorities, and am concrete, committed and serious about results. When I make mistakes, I am honest about them and do not make excuses nor blame others, but rather turn them into lessons learned for future improvement.	I strive to think outside the box and welcome creativity in all colleagues.
I readily volunteer my help to other colleagues whenever this is welcomed, regardless of whether this is in my job description.	I address issues and problems with my colleagues straightforwardly, trusting their good intentions and belief in WWF's mission.		I remain open and constructive in the face of challenges.	I challenge myself and others to step out of our comfort zones and to constantly learn and improve.
I listen actively to others, build on others' ideas and expertise and express my own ideas and opinions constructively.	I appreciate the importance of understanding my colleagues' work and invest the appropriate time to ask and listen.		I recognize my accountability for my results and behaviours and constantly seek feedback and improvement.	I am organized, concrete, clear and concise in what I do and say.
I provide encouragement as well as constructive, honest and straightforward criticism based on behaviours or situations and not personal qualities.	I am conscious of sensitive or confidential information and keep discretion as appropriate.		I act with integrity and am respectful to my colleagues.	

I own my personal and professional development by analyzing my strengths and weaknesses with honesty and taking action to pursue adequate learning opportunities, admitting my mistakes and learning from them.	I understand my own limitations in terms of knowledge and experience. I readily draw on my colleagues' expertise as well as share my own expertise with them.		I acknowledge my shortcomings and take responsibility for them while seeking to improve.	I look for ways to optimize our work through effective technical tools. I seek to plan, implement, monitor, evaluate and analyze faster and smarter.
I am ambitious. I strive to work autonomously while seeking advice and feedback from my colleagues in order to grow and develop as a professional.	I trust my manager's and senior managers' judgement and seek advice and coaching from them in order to develop.		I am responsive to information requests from both inside and outside of our organisation.	I take accountability for my development as a professional and I learn: from my colleagues, from scientific research, from within and outside the organization, from other experts and from my own mistakes. I stay sharp and relevant.
I support my colleagues' development, by communicating openly, sharing my knowledge, experience and lessons learned.				I set clear, specific, measurable, attainable, realistic and time-bound (SMART) objectives in order to attain our strategic objectives.
I take the time to truly understand the ideas and opinions of my peers and managers before leaping to judgement. I provide constructive criticism focused on finding solutions.				I see my personal objectives within the broader context of our organisation's strategic plan. I seek to understand my role within the bigger picture of our work.
I empower my colleagues and managers by trusting their judgement and making every effort to understand their behaviours and decisions.				
I share my ideas openly, even when they might seem unconventional.				
I propose improved ways of working, supported on clear, concrete and logical arguments.				
I readily and enthusiastically provide the information needed or requested by my colleagues or managers, and in a timely manner.				

People Managers lead others through their managerial role

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<p>I enable my people to provide their input on ways to improve existing practices and ways of working in order to create a great work place and achieve great results. I consider their input and provide timely and structured feedback.</p>	<p>I trust my people's capabilities and I empower them to grow as professionals; I support them when needed, but do not smother them with micromanagement.</p>	<p>I am demanding with my people and I never stop working to create a positive, motivating working environment for them. I provide direction, but always in a transparent way, as I understand that they need to be able to see the full picture in order to keep their eyes on the prize and their engines going. I am tireless in refreshing the big picture for them as well as in explaining how they contribute to achieving our goals.</p>	<p>I am mindful of my crucial role as the link between our vision and strategy on the one hand and our operational, day-to-day activities on the other. I make every effort to make that connection effectively. I pass messages from senior management on to my staff in a clear and engaging manner, while feeding back to senior management their ideas, thoughts and concerns.</p>	<p>I embrace my role as change agent in the organization and I initiate and drive improvements for excellent results and true impact in conservation.</p>
<p>I make sure that my staff have clear roles and responsibilities and a clear understanding thereof, including their contribution to the bigger picture.</p>	<p>I seek and accept feedback from my people, my peers and superiors, as I am keen to continuously develop as a manager.</p>	<p>I stay objective and realistic, while setting stretch targets.</p>	<p>I communicate the organization's needs and expectations in a clear and concise way.</p>	<p>I evaluate my team members fairly and objectively.</p>
<p>I set aside time to spend with my staff, in and outside the office, on a regular basis. I build genuine relationships with my people by getting to know their ideas, challenges and interests.</p>		<p>I take our planning processes seriously, I dilligently translate them into goals for my team and support them in every way to complete their part of the puzzle.</p>	<p>I use sound judgement and thorough analysis to evaluate difficult situations, and I address conflicts with patience and maturity, taking them as an opportunity to bring clarity within my team.</p>	<p>I create the conditions for increased performance in my team and recognize excellence in results.</p>
<p>I believe in developing my people; I build on my people's strengths and support them to overcome their concerns and limitations through ongoing coaching and open conversations as well as support for their learning needs.</p>		<p>I identify ways to measure impact in a concrete, relevant way and I make sure my staff are onboard with our strategic goals.</p>	<p>I reward and recognize great work.</p>	
<p>I recognize my team members' efforts to achieve great results, all along the way and not just at the finish line.</p>			<p>I take responsibility for my and my team's work; I constantly help my team to learn and develop and recognize that my team's mistakes are my mistakes as a manager.</p>	<p>I ensure my people understand and observe the standards of excellence of WWF and support them adequately towards achieving them.</p>
<p>I make all necessary efforts to properly understand each staff member's key strengths and abilities, for effective and motivating capacity allocation and career planning.</p>			<p>I address tough issues straightforwardly and on a timely manner, readily finding well-analyzed solutions.</p>	<p>I stay close to my team, I listen actively and I don't compromise when it comes to steering them towards excellent results.</p>

I value my staff's inputs and I make a point to actively listen to and consider them.				
I encourage my staff to make decisions based on thorough analyses as well as to take intelligent risks when appropriate, as a way for them to gain autonomy and self-confidence, while growing as professionals.				
I make active efforts to develop and improve my strategic thinking abilities and leadership skills in order to effectively translate goals into concrete activities for my staff, while conveying the bigger picture in a coherent way.				
I encourage my staff to work autonomously and to be creative; I do not micromanage, but am always available to provide support as needed.				

Senior Managers (RMT, SMT, CMT) lead and direct at strategic level

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I walk my talk in people empowerment, as I am a firm believer in the great value of our people. I do this through my every day behaviour and decisionmaking.	I involve People Managers in strategic decisions, as my immediate partners in driving results.	I make clear efforts to drive the organization towards a stable, sustainable way of functioning for ever higher impact in nature conservation, through improved management, capacity analysis, effective resource allocation and fundraising practices.	I constantly challenge myself to do better, learn more, think out of the box and be a role model for our people.	I create, communicate and enforce harmonized standards of excellence to help the organization increase its efficiency and impact
I am approachable, I provide guidance and advice, while offering an appropriate balance between monitoring and autonomy.	I communicate transparently, while understanding my role as a messenger of the regional perspective to the People Managers.	I undertake the responsibility to steer the organization towards relevant conservation goals, through thorough strategic planning, clear communication and support to the people managers and their teams.	I am decisive and firm in my decisionmaking, while supporting others to make decisions according to their responsibilities.	I design clear, logical organizational structures, which I communicate and explain accordingly.

<p>I fully trust our people managers, their skills, knowledge, decisionmaking and sound judgement. I constantly encourage and support them to grow as professionals, into the future senior managers of our organization.</p>	<p>I delegate adequately.</p>	<p>I am relentless in conveying the right messages to managers and staff regarding the organization's vision, strategy and priorities and in clarifying the link between them and individual and team objectives.</p>	<p>I maintain my objectivity in each decisionmaking process and help People Managers do the same, by providing them with the big picture at all times.</p>	<p>I promote a culture of learning and the transfer of experience and expertise throughout our organisation.</p>
	<p>I constantly show and demand trust within the organization.</p>		<p>I make a point of regularly "taking the pulse" with our staff, through our People Managers as well as directly, in order to stay in touch with their ideas, needs and concerns.</p>	