

# Curious

Is future-focused, inquisitive and open-minded; seeks out evolving and innovative ways to add value to the organisation.

Band 1	Band 2	Band 3	Band 4
Interested in finding out about the organisation and the connections between wider organisational issues and their own role.	Actively seeks ways to develop understanding of organisational and sector issues and developments.	Keeps up with and anticipates emerging organisational and commercial issues and developments.	Proactively develops deep insights into the commercial and strategic context around their organisation.
Inquisitive about current issues and developments within the HR community and how they impact their current practice.	Keeps up to date with issues and trends in HR and brings insights back into the organisation to evolve and improve advice and solutions.	Connects with peers across HR and benchmarks against organisations to bring best practice ideas and innovations back to benefit the organisation.	Connects into the HR community to debate and shape HR activity and practice and develop leading-edge insights for the organisation.
Extends understanding to underlying issues and causes.	Considers an issue or opportunity from a number of angles, based on experience, intuition and knowledge of the organisation.	Extends reference sources to include the views of others outside the immediate or most apparently relevant frame of reference.	Sheds light on big issues that others hadn't spotted or don't want to see through probing, digging deep and asking 'why?'.
Reflects, analyses and tests ideas and insights with others.	Seeks or creates opportunities to test new ideas or innovations.	Skilfully balances risk and innovation in trialling new ideas or translating insights into action.	Fosters an inquisitiveness in the organisation, resulting in new lines of thinking, original insight and breakthrough ideas in the business.
Open to trying new ideas and takes on board change. Is willing to try and not to succeed first time.	Drives self and supports others in working outside of comfortable environments and allows room for failure.	Fosters a continuous learning approach, showing interest and curiosity in new ideas and opportunities and allowing time to build success.	Promotes and sponsors a culture that supports experimentation, continuous improvement and innovation.
Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.	Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.	Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.	Driven to understand how people in various organisations or contexts react or behave differently in a range of circumstances.

## Contra indicators

- Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role.
- Takes immediate information at face value and fails to ask questions when unclear.
- Needs to know all the answers, rather than the right method of enquiry.
- Rejects ideas quickly or spontaneously without reflection or adequate insights.
- Is focused on the present and the past and has a low interest in emergent or future issues.