

Risk level	Avoid (1)	Minimal (2)	Cautious (3)	Open (4)	Seeking (5)
	Avoidance of risk and uncertainty is a key organisational objective	Preference for ultra safe delivery options that have a low degree of inherent risk and only for limited reward potential	Preference for safe delivery options that have low degree of inherent risk and may only have limited potential for reward	Willing to consider all potential delivery options and choose those providing an acceptable level of reward (and VfM)	Eager to be innovative and to choose options offering potentially higher business rewards (despite greater inherent risk)
Legal				Challenge would be problematic but willing to take it on if the gain (ie clarity/achieving LSB strategic objectives) would outweigh the adverse consequences	Legal challenge a useful tool to test positions and may be actively sought as a means of delivering clarity/pushing boundaries in the interests of the LSB's strategic objectives
Finance		Prepared to accept the possibility of very limited risk to financial resources if essential and delivers certain benefit.			Takes significant risks with financial resource in search of more benefits without firm guarantee
People	Very careful approach to people management. Prefers stability to disruption or challenge. Prefers tried and tested approach	Prepared to permit some disruption and challenge if the change has a proven track record from elsewhere.	Innovation supported, even if this means disruption and challenge; demonstrable improvements in workforce output		Actively eschews traditional structures, processes and practices in favour of the new
Policy		Innovations avoided unless essential or commonplace elsewhere	Limited innovation undertaken, but grounded firmly in a broader foundation of traditional approaches	Innovation encouraged provided there is reasonable and evidence-based likelihood of commensurate improvements in outcomes	
Governance	Compliance with letter of the law and compliance is valued above all other objectives.	Compliance a priority. Some limited willingness for re-interpretation of rules where objectives clearly jeopardised	Compliance important. Willing to look at different ways of achieving compliance objectives where clear evidence of improvement in outcomes	Compliance valued but secondary to other objectives	Rules re-interpreted freely to maximise impact and effectiveness

<b>Relationships</b>	<p>Strong relationships seen as a valuable objective in itself. Will not take action unsettles relationships or causes or tension</p>	<p>Prioritises smooth relations; maintains a position or an approach only when objectives are seriously threatened</p>	<p>General preference for harmony, but will make views clear where necessary.</p>	<p>Relationships are a means of achieving objectives. Disagreement in relationships is natural and it needs to be managed carefully, not avoided</p>	<p>Actively seeks a range of insights including from those whose views may differ from our own. Confidently expresses considered views in pursuit of our strategic objectives even if we know others will disagree with our position. Encourages debate as a way of achieving outcomes.</p>
----------------------	---	--	---	--	---