

Using ‘Above the Line/Below the Line’ Tool

- Identifying behaviours in everyday situations where our values can **point the way...**

Many parts of the NZDF will be familiar with the ‘Above the line/Below the line’ Model. It is a tool that allows team members to identify what behaviours are expected of each other and what behaviours are unacceptable.

Just as important, this model can be used to hold each other to account for their behaviours. Behaviour that is ‘Above the line’ and acceptable, demonstrates people’s ownership, accountability and responsibility for their words, behaviours and actions.

Using the NZDF’s refreshed values, Team Leaders/People Managers can work with their teams to arrive at the behaviours that each team expects to see from each other in their specific workplace. It might relate to personal interaction and respect, attitude, lifting Health and Safety performance, or any one of a number of issues.

Normally the behaviours are limited to three above and below so it doesn’t become overly complicated. It is recommended that the discussion be recorded and then the completed sets of behaviours are given to each member of the group or displayed prominently in a workplace.

Below we’ve provided some examples of above the line and below the line behaviours that may help spark conversation in your work area. All the examples were given by NZDF sailors, soldiers, airmen and civilians at values workshops in 2019.

Supporting ‘Above/Below the Line’ conversations:

COURAGE - **TŪ KAHA**

Taking action despite your fears

ABOVE THE LINE

- Standing up when you believe something is wrong
- Admitting when you need help
- Getting on-board with change
- Taking responsibility
- Stopping a mate from drink driving

BELOW THE LINE

- Ignoring what you know is right
- Avoiding a difficult conversation with a teammate
- Blaming others
- Not making decisions
- Not reporting a colleague using drugs

COMMITMENT - TŪ TIKA

Giving your best

ABOVE THE LINE

- Sticking at a difficult task to the end
- Having a good attitude
- Looking for ways to improve your trade
- Undertaking training to better yourself
- Giving your full attention to the task at hand

BELOW THE LINE

- Being unreliable
- Doing the bare minimum
- Giving up
- Letting others carry the workload
- Being selfish

COMRADESHIP - TŪ TIRA

Respecting and looking out for each other

ABOVE THE LINE

- Being there for your mates
- Showing respect
- Challenging unacceptable behaviours
- Being a positive influence
- Pulling together to complete a task

BELOW THE LINE

- Bullying other people
- Asking teammates to cover for you
- Gossiping about teammates
- Being unreliable
- Making jokes at other's expense

INTEGRITY - **TŪ MAIA**

Doing the right thing – always!

ABOVE THE LINE

- Having high standards
- Walking the talk
- Taking ownership
- Doing what is right without incentive or reward
- Being trustworthy

BELOW THE LINE

- Being dishonest
- Making excuses
- Taking credit for work that isn't your own
- Going against the direction given by a superior
- Putting personal gain ahead of team goals