# What do our values look like for senior leaders?

# Good behaviours

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**Ambition and Excellence**

As a senior leader:

* I take ownership of problems
* I work with others to actively seek solutions and resolve issues
* I focus on what has to be achieved and I know what success looks like
* I support others to raise their aspiration and ambition
* I am open to constructive criticism and willing to admit mistakes
* I am diligent and manage situations and problems through to conclusion
* I remain resilient in the face of competing demands
* I maintain determination in frustrating circumstances

As a line manager:

* I take ownership for tasks whilst trusting others to deliver their own responsibilities
* I act to resolve issues before escalation
* I am calm and proportionate in response to difficult circumstances
* I provide solutions and offer alternative options
* I draw upon past experience to resolve issues
* I invite and respond positively to criticism and/or feedback
* I develop others’ careers and skills

In all of my work:

* I respond positively to challenges and overcome obstacles
* I am resolute, results focused and tenacious
* I remain calm, patient and decisive under pressure and deliver results
* I focus on the end goal I offer practical solutions to problems
* I take responsibility for mistakes
* I use initiative and take pride in my work

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Curiosity and Discovery

As a senior leader:

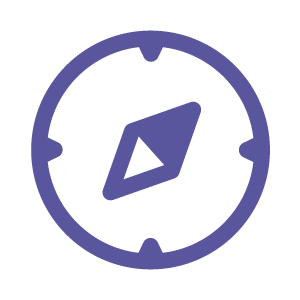
* I anticipate and adapt to the challenges of a constantly changing environment
* I seek new ways to solve existing and emerging challenges
* I promote a culture of innovation and creativity, encouraging new ways of thinking
* I constructively challenge the status quo, striving for continuous improvement
* I look for more effective ways to do things at lower cost
* I am receptive to challenge and feedback, continually seek to improve my own

As a line manager:

* I recognise the potential barriers to change and identify ways in which these might be minimised
* I explore new ways of working and overcome resistance through involvement, demonstrating the overall benefits
* I encourage others to identify improvements to systems and services and to take these forward
* I talk positively to others about the potential benefits of change
* I encourage people to try new ways of working and be creative
* I understand people’s fear of change and support those who find it difficult to adapt

In all of my work:

* I take a flexible approach, adapting rapidly to new circumstances and ways of working
* I develop creative solutions to address problems
* I value diversity of inputs, abilities and ideas and having my own viewpoint challenged
* I constructively challenge the status quo, striving for continuous improvement
* I identify ways to do things more efficiently or better
* I am reflective, learn from mistakes and seek to develop myself
* I actively seek ideas from outside the organisation (industry, partners…)

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Integrity and Truth

As a senior leader:

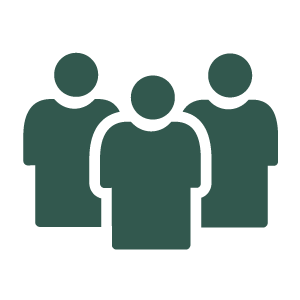
* I empower people by giving them responsibility and space to make their own decisions​
* I take account of the wider impact of my decisions and actions​
* I take ownership of problems​
* I build trust by drawing on individual strengths of colleagues​

As a line manager:

* I take ownership for tasks whilst trusting others to deliver their own responsibilities​
* I set and role model clear behavioural standards for my team​
* I always treat colleagues with respect and value other’s opinions​
* I take ownership of my actions and decisions​
* I call out behaviours that are not in line with our values and support others to do the same​
* I build trust by drawing on individual strengths of colleagues

In all of my work:

* I keep my promises and do what I say I’ll do​
* I’m on time or apologise in good time when I know I may be late​
* I look after my working space, university property entrusted to me and the wider university environment​
* I take responsibility for and learn from my mistakes​
* I treat everyone with openness, honesty, respect and compassion – the way I would want to be treated myself​
* I offer feedback with candour and compassion

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An Inclusive Community

As a senior leader:

* I think beyond the needs of my specialist area​
* I encourage open dialogue through openness and inclusivity​
* I create a culture which places high value on collaboration and teamwork​
* I build cohesive, formal and informal teams and networks which deliver significant value​
* I appreciate that others may view people and their environment differently​
* I take a collaborative and consultative approach seeking input from others in the decision-making process

As a line manager:

* I always treat colleagues with respect and value other’s opinions ​
* I recognise where there is a need to compromise​
* I run productive and constructive team meetings where everyone is given an opportunity to get involved​
* I am open and honest with my team, and deliver difficult messages in an appropriate manner ​
* I value other’s views and take on-board differing opinions​
* I publicise what has been achieved and give praise where it is due​
* I form effective partnerships working collaboratively across the Institution

In all of my work:

* I am always respectful of the backgrounds, opinions and differences of others​
* I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style​
* I communicate information clearly and accurately using a variety of channels​
* I support colleagues in difficulty​
* I consider the wider impact of my decisions and actions​
* I take an interest in the work of other parts of the University, and how this relates to my own role​
* I understand how my role supports achievement of University strategy

# Poor behaviours

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**Ambition and Excellence**

* I settle for the status quo and am comfortable with how we’ve always done things
* I shy away from addressing problems and assume someone else will resolve the issue
* I focus on only one part of the problem and fail to see the bigger issue
* I tend to blame others when things go wrong
* I put things off unless they are urgent
* I find it difficult to challenge and voice my opinions or suggestions for change
* I often find it difficult to translate ideas into reality
* I respond negatively to feedback
* I’m not interested in learning from or collaborating with others

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Curiosity and Discovery

* I fear the impact of change on me and my position I focus on the negative aspects of change when talking about it
* I resist change and prefer to do things the way they have always been done
* I take a fixed view on issues and find it difficult to see the benefits of alternatives
* I tend to undermine and criticise others’ ideas for improvement and change
* I can become defensive or confrontational when challenged by others

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Integrity and Truth

* I overcommit and/or seek to get others to do work I should do myself​
* I take credit for the work of others​
* I seek to blame others for mistakes and don’t seek to learn lessons from failure​
* I prioritise my own agenda​
* I fail to respect confidentiality​
* I indulge in workplace gossip

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An Inclusive Community

* I treat people differently based on their protected characteristics, stereotypes or my own biases​
* I take action without considering the wider impact on other parts of the University​
* I do little to explore developments outside the University that might be of benefit to us​
* I put personal interest before the best decision​
* I always prefer to work alone or exclude others, rather than collaborate with them​
* I take the credit for the work of the team and I criticise other team members​
* I do not trust, respect or engage constructively with my colleagues​
* I avoid dealing with underperformance, putting off difficult conversations​
* I treat people differently, particularly in respect of access to opportunities for support, progression or development