

# Leadership Competency Framework or Valued Ways of Working?

## 1. Which framework should I use?

The University has introduced frameworks which outline the skills and behaviours valued by the organisation: The Leadership Competency Framework and The Valued Ways of Working Framework. Each member of staff should refer to one of these frameworks during their CDSAs and/or review meetings.

The *Leadership Competency Framework* is for you if:

- you are a line manager; or
- you play a leadership role within your faculty, unit or across the university for example Project Leaders or Professors.

All other staff (including Associate Lecturers) are expected to use the *Valued Ways of Working Framework*.

The leadership competency themes and the valued ways of working have been mapped to each other as shown below:

	Theme 1			Theme 2	Theme 3	Theme 4	Theme 5	Theme 6
Leadership Competency Framework	Leading others to achieve results			Strategic and analytical thinking	Planning and organising	Influencing and relationship building	Driving and embracing change	Student and customer focus
Valued Ways of Working	Respecting the individual	Promoting learning and development	Fostering high performance	Solving problems	Taking personal responsibility	Working together collaboratively	Embracing change	Delivering excellent service

## 2. Which documents should I use?

- If you're using the Leadership Competency Framework, choose the appropriate level from:
  - Senior Leaders – those who hold a senior leadership role, typically a member of the Unit/Faculty Management/Executive Team
  - Middle Managers – those who manage other managers
  - First Line Managers – those who supervise/manage front line staff
- For academics (without a leadership role), use the Valued Ways of Working for Academics Framework
- For all other members of staff, use the Valued Ways of Working Framework

All documentation relating to both frameworks can be found on the People Services Intranet.