

Valued Ways of Working

The Open University **embodies** a set of core values that **provide** a moral compass for the University in a changing world. The Valued Ways of Working Framework outlines the University's core values and gives examples of professional behaviours **that distinguish effective performance in higher education, enable us to enhance our capabilities, and achieve** our strategic goals.

Further resources

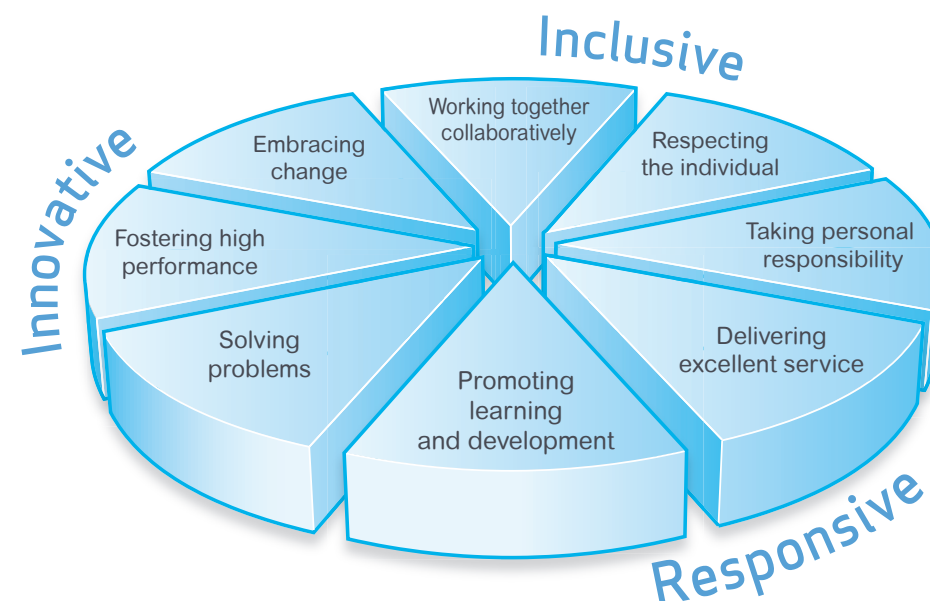
A number of supplementary resources **have** been developed to support the use of the framework **and are available** on the Human Resources website.

Human Resources Development

Email: Human-Resources-Development@open.ac.uk

Website: <http://intranet6.open.ac.uk/human-resources/>

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The revised Valued Ways of Working Framework (VWW) has been mapped to the University's Leadership Competency Framework (LCF) and the Association of University Administrators' CPD Model of Professional Behaviours that distinguishes effective performance in Higher Education (AUA).

Core Values	Valued Ways of Working	Professional Behaviours
Inclusive	Working together collaboratively LCF theme 4: influencing and relationship building AUA: working with people	<ul style="list-style-type: none"> Working as part of a team towards a common goal Working co-operatively with others in order to achieve objectives Taking a fair share of the workload Challenging others constructively and respectfully <p>Examples of behaviours that indicate a need for further development Discouraging debate; focusing exclusively on own agenda.</p>
	Respecting the individual LCF theme 1: leading others to achieve results AUA: working with people	<ul style="list-style-type: none"> Demonstrating a commitment to developing interpersonal skills Understanding the impact of policies on individuals Recognising diversity as a strength which increases effectiveness of staff, student and external engagement Showing respect to individuals from diverse backgrounds <p>Examples of behaviours that indicate a need for further development Interrupting when others are speaking; treating people as 'members of groups' rather than as individuals.</p>
Innovative	Solving problems LCF theme 2: strategic and analytical thinking AUA: finding innovative solutions	<ul style="list-style-type: none"> Taking a holistic view when analysing problems Identifying opportunities for innovation Working creatively to develop innovative and workable solutions <p>Examples of behaviours that indicate a need for further development Abdicating responsibility for resolving issues; overlooking the potential repercussions of setting precedents.</p>
	Fostering high performance LCF theme 1: leading others to achieve results AUA: providing direction and using resources	<ul style="list-style-type: none"> Actively promoting the OU vision, communicating this clearly Inspiring and motivating others to achieve Working in the context of the 'bigger picture' and taking a long-term view Making effective use of available resources, information and feedback to improve efficiency, productivity and overall performance <p>Examples of behaviours that indicate a need for further development Overlooking team strengths and individuals' potential; focussing solely on the internal organisation.</p>

Core Values	Valued Ways of Working	Professional Behaviours
Innovative	Embracing change LCF theme 5: driving and embracing change AUA: embracing change	<ul style="list-style-type: none"> Adjusting to unfamiliar situations, demands and changing roles Being receptive to new ideas Seeing change as an opportunity and taking part in the process Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice Challenging the status quo in a constructive way <p>Examples of behaviours that indicate a need for further development Complaining instead of 'doing something about it'; refusing to implement agreed decisions and actions.</p>
	Taking personal responsibility LCF theme 3: planning and organising AUA: managing self and personal skills	<ul style="list-style-type: none"> Being aware of own behaviour and how it impacts on others Taking ownership of tasks and ensuring they are completed to schedule and agreed standards Making timely decisions (commensurate with level of responsibility) Willing to assess and apply own skills, abilities and experience <p>Examples of behaviours that indicate a need for further development Being consistently late and unprepared for meetings; reacting defensively to constructive criticism.</p>
Responsive	Delivering excellent service LCF theme 6: student and customer focus AUA: achieving results	<ul style="list-style-type: none"> Clearly identifying requirements and managing expectations Planning and organising workloads to ensure that deadlines are met within resource constraints Consistently meeting objectives and success criteria Seeking to deliver the highest quality of work <p>Examples of behaviours that indicate a need for further development Developing unrealistic plans; over-committing and not delivering.</p>
	Promoting learning and development LCF theme 1: leading others to achieve results AUA: developing self and others	<ul style="list-style-type: none"> Showing commitment to own development Seeking, accepting and acting upon feedback and learning from the process Supporting and encouraging others to develop their knowledge, skills and behaviours to enable them to reach their full potential <p>Examples of behaviours that indicate a need for further development Unwilling to discuss and identify own development needs.</p>

Key Valued Ways of Working has been mapped to the following professional frameworks:

- The Open University: Leadership Competency Framework (LCF)
- The Association of University Administrators: Continuous Professional Development Framework (AUA)