

Valued Ways of Working for Academics

Further Examples of Professional Behaviours

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Working together collaboratively	Monitoring and reviewing the effectiveness of working relationships; presenting own opinions and the interests of those you are representing at meetings with integrity; establishing rapport; co-operating willingly to support the achievement of team goals; using an understanding of other people's perspectives to help reach agreement; sharing information and keeping others informed; recognising the roles, responsibilities, interests and concerns of colleagues and stakeholders to help achieve both individual and institutional goals; giving and receiving constructive feedback to foster a culture of openness and continuous improvement; surfacing conflicts early so that they may be addressed in a positive way; working across boundaries to develop relationships with other teams; challenging inappropriate or exclusive practices or behaviour.
Respecting the individual	Demonstrating that you value differences; having a good grasp of where your responsibility ends and that of others begins; giving people the space and freedom to be creative; ensuring that own behaviour, words and actions support a commitment to equality of opportunity and diversity.
Solving problems	Taking time to understand and diagnose problems by considering the whole picture; recognising the need to go for the less than perfect solution at times to achieve objectives; spotting an opportunity and taking action to do something about it; identifying novel ways of resolving issues using own initiative; suggesting and trying out new approaches; identifying risks and considering consequences of failure in advance; balancing new ideas with tried and tested solutions; working proactively and taking initiatives; supporting others to find their own solutions rather than giving all the answers; seeking input from others to develop team solutions; identifying and pursuing opportunities to work in partnership with external organisations to generate and develop ideas.
Fostering high performance	Using informal systems and channels of communication to inform and support objectives; drawing on others' knowledge, skills and experience; liaising outside of immediate work area to maximise use of resources within the organisation; delegating appropriately; considering costs as part of the equation when planning an activity; sharing good practice with other parts of the University; identifying ways in which resources can be used flexibly and imaginatively for the benefit of the entire organisation.
Embracing change	Accepting that change is a part of life; displaying open-mindedness to new ideas and proposals; demonstrating a willingness to do things differently; making suggestions for improvement; viewing change situations as opportunities for improving and developing work; remaining positive about moving forward despite being realistic about the difficulty of change; demonstrating that 'the way things are done here' does not restrict you; embracing new technologies, techniques and working methods.

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Taking personal responsibility	Managing workload and making effective use of time; being well prepared for meetings and presentations; keeping up to date with what is happening within professional area; having an enthusiastic and positive 'can-do' approach; maintaining a healthy work-life balance; showing consistency between words and actions; being self-motivated; accepting and demonstrating personal responsibility for health and safety, data protection and other compliance areas; giving and receiving constructive feedback as part of normal day-to-day activity; managing own response when faced with challenging situations; taking an active interest in what is happening more widely in the organisation (and in wider HE environment); making decisions and taking responsibility for them; exercising judgement in line with University strategy and priorities; getting the best from others through effective communication.
Delivering excellent results	Distinguishing between important and urgent tasks and prioritising effectively, even from apparently equal demands; meeting deadlines; being knowledgeable about key players who will influence the work you do; taking time to celebrate successes and recognising others' contributions to the achievement of objectives; gaining the support of key colleagues and other stakeholders; sharing the credit with others; monitoring progress and providing regular updates; saying 'no' to activities that are less important or do not fit with organisational priorities; evaluating the success of projects and disseminating lessons that can be learned.
Promoting learning & development	Devoting time to own development; engaging in formal and informal learning and development activities; updating professional/specialist skills; engaging positively with appraisal processes; seeking, accepting and acting upon feedback and learning from it; giving praise for work well done; making time to think about the development of colleagues; providing constructive feedback to colleagues at all levels; using delegation as an opportunity to develop others; encouraging others to learn from mistakes without blame; coaching and mentoring others; supporting succession planning by identifying and developing colleagues with high potential; encouraging others to contribute to institutional-level activities; identifying the changing needs of the organisation and incorporating these into own and others' development plans.