

# Valued Ways of Working for Academics

## Further Examples of Professional Behaviours

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<b>Working together collaboratively</b>	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.
<b>Respecting the individual</b>	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.
<b>Solving problems</b>	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.
<b>Fostering high performance</b>	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.
<b>Embracing change</b>	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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<b>Taking personal responsibility</b>	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.
<b>Delivering excellent results</b>	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.
<b>Promoting learning &amp; development</b>	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.