University of Glasgow

GLASGOW PROFESSIONAL BEHAVIOURAL FRAMEWORK

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INTRODUCTION

Welcome to the Glasgow Professional Behavioural Framework.
This Framework defines 'how' we can all contribute to the success of the organisation and to our own successes as individuals.

These behaviours demonstrate the attitude and approach we should bring to our work and encompasses how we do things, how we treat others and how we expect to be treated.

Staff from across the University identified these behaviours to be those that would help to support us achieve the University's priorities and continue to make Glasgow a great place to work.

How do the eight behaviours fit with our values?
Values and behaviours are very much linked. The University of Glasgow's values sit at the heart of everything we do.

The behaviours are what people see and are an expression of what we value. The values are brought to life in each of the eight behaviour clusters.

WHAT DOES THE FRAMEWORK COMPRISE OF?

COLLABORATION & TEAMWORK
We work effectively together in a collegiate and supportive manner, respecting the needs and contributions of colleagues

COMMUNICATING & INFLUENCING
We communicate clearly for all our staff and stakeholders, making sure we listen, understand and inform

CUSTOMER FOCUS
We are committed to increasing customer satisfaction and ensuring our commitment to customers is met

ENGAGING WITH CHANGE
We rapidly adapt to our constantly changing environment, demonstrating creativity and developing new ways to solve problems

RESULTS & SOLUTIONS FOCUSSED
We strive to deliver, and exceed, the results required, setting and achieving realistic goals

PLANNING & ORGANISING
We take time to plan, organise and prioritise our work while remaining agile in responding to the needs of the organisation
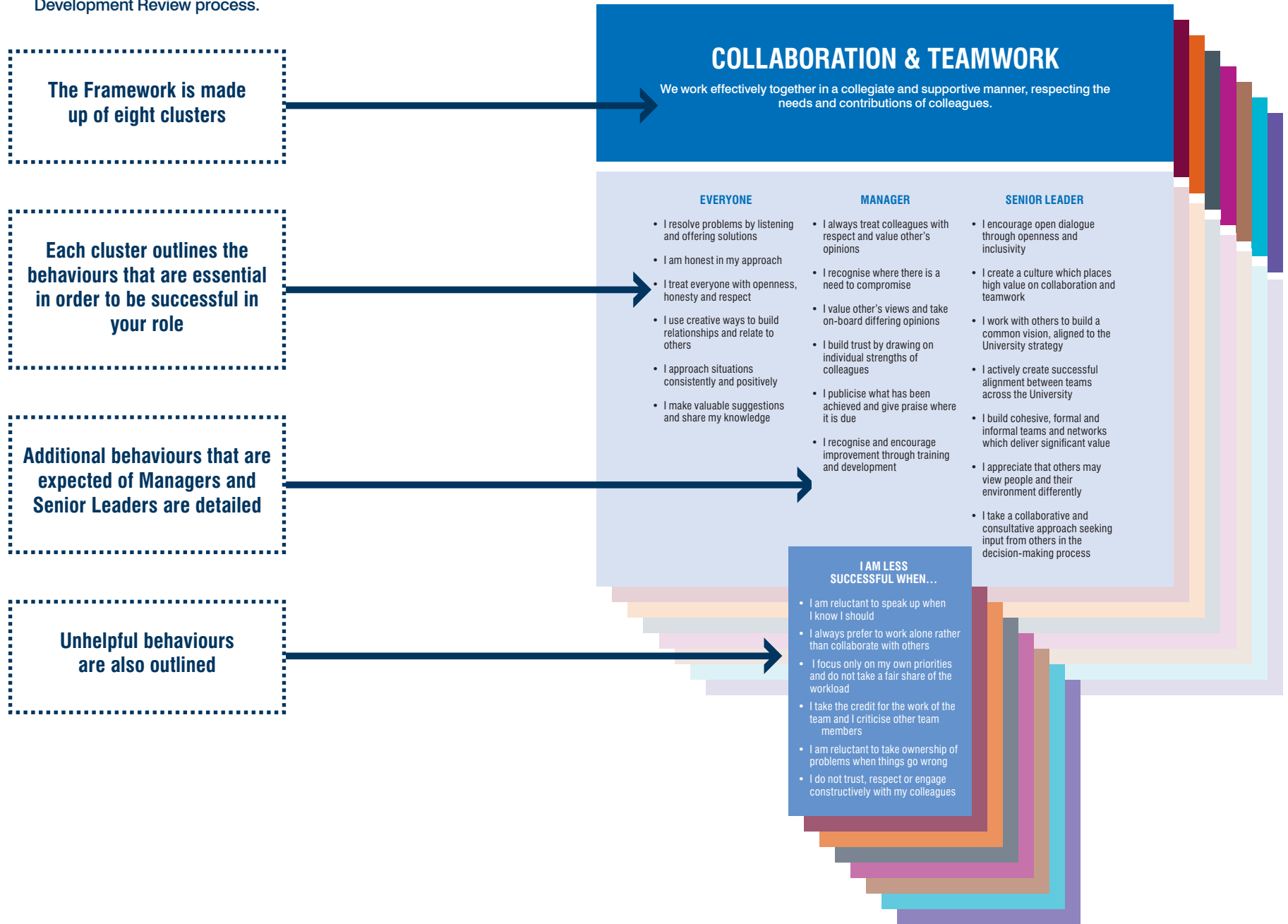
ORGANISATIONAL FOCUS
We understand the overall purpose and priorities of the University, and our contribution to achieving them

MANAGING PERFORMANCE & SUPPORTING DEVELOPMENT
We set clear direction and expectations, empowering staff to achieve them. We help everyone to develop themselves, providing support and encouragement

HOW DO I USE THE FRAMEWORK?

The Framework is designed to articulate the behaviours we should be striving to embody in all our activities, and should be referenced continually in relation to key people activities, such as recruitment, training and the annual Performance Development Review process.

The Framework is made up of eight clusters

Each cluster outlines the behaviours that are essential in order to be successful in your role

Additional behaviours that are expected of Managers and Senior Leaders are detailed

Unhelpful behaviours are also outlined

COLLABORATION & TEAMWORK

We work effectively together in a collegiate and supportive manner, respecting the needs and contributions of colleagues.

EVERYONE

- I resolve problems by listening and offering solutions
- I am honest in my approach
- I treat everyone with openness, honesty and respect
- I use creative ways to build relationships and relate to others
- I approach situations consistently and positively
- I make valuable suggestions and share my knowledge

MANAGER

- I always treat colleagues with respect and value other's opinions
- I recognise where there is a need to compromise
- I value other's views and take on-board differing opinions
- I build trust by drawing on individual strengths of colleagues
- I publicise what has been achieved and give praise where it is due
- I recognise and encourage improvement through training and development

SENIOR LEADER

- I encourage open dialogue through openness and inclusivity
- I create a culture which places high value on collaboration and teamwork
- I work with others to build a common vision, aligned to the University strategy
- I actively create successful alignment between teams across the University
- 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

I AM LESS SUCCESSFUL WHEN...

- I am reluctant to speak up when I know I should
- I always prefer to work alone rather than collaborate with others
- I focus only on my own priorities and do not take a fair share of the workload
- I take the credit for the work of the team and I criticise other team members
- I am reluctant to take ownership of problems when things go wrong
- I do not trust, respect or engage constructively with my colleagues

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COMMUNICATING AND INFLUENCING

We communicate clearly for all our staff and stakeholders, making sure we listen, understand and inform.

EVERYONE

- I influence the actions of others in a positive way by sharing knowledge and expertise
- I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style
- I use positive language to motivate and encourage others
- I communicate information clearly and accurately using a variety of channels
- I use evidence and real examples to influence and persuade, rather than expecting people to understand my views
- I am always respectful of the backgrounds, opinions and differences of others, and maintain necessary confidentiality

MANAGER

- 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 know when to escalate issues to senior staff and consider the best method of communicating to them
- I provide instructions and briefings clearly and concisely
- I think through in advance how I will communicate with staff and colleagues
- I talk to my team regularly, keeping them up-to-date on relevant issues

SENIOR LEADER

- I make time to communicate, listen and respond to staff and stakeholders
- I deliver difficult messages sensitively and in a timely manner
- I persuade and influence colleagues through trust and open dialogue
- I articulate risks and challenges for the University
- I feedback management decisions confidently
- I establish what is important and find ways to communicate this across the organisation

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I AM LESS SUCCESSFUL WHEN…

- I focus on the negatives rather than being constructive
- I keep quiet if I am unclear, rather than asking for clarification
- I avoid challenging conversations
- I gossip or complain about other people or their work, without confronting the issue
- I quickly jump to conclusions and don't give people the time to explain

CUSTOMER FOCUS

We are committed to increasing customer satisfaction and ensuring our commitment to customers is met. We assume responsibility for resolving customer problems, soliciting opinions and ideas and responding to the needs of our customers.

ENGAGING WITH CHANGE

We rapidly adapt to our constantly changing environment, demonstrating creativity and developing new ways to solve problems and overcome challenges. We continually develop ourselves, seeking out opportunities to learn and grow.

EVERYONE

- I consistently strive to provide a quality service
- I engage with customers so they always feel valued and informed
- I act on feedback and suggestions to improve customer service
- I am courteous even when customers are difficult or demanding
- I respond promptly to customer requests and queries
- I assess customer needs accurately by listening /sensitive questioning

MANAGER

- I actively seek feedback and suggestions to improve customer service
- I champion customer service improvement initiatives
- I respond promptly to customer requests and whenever possible within agreed timeframes
- I assess customer needs accurately by listening /sensitive questioning
- I keep promises made to customers
- I ensure my team are aware of who our customers are

SENIOR LEADER

- I anticipate my customer's future needs and identify their key strategic issues
- I create a culture of professionalism in dealing with customers at all levels
- I structure my Service to focus on customers' needs
- I create mutually supportive and loyal relationships with all major customers
- I understand the levels of service that are valued by customers and ensure that these are my priority
- I understand and apply agreed sector-wide standards within my professional specialism

EVERYONE

- I take a flexible approach, adapting rapidly to new circumstances and ways of working
- I develop creative solutions to address problems
- I constructively challenge the status quo, striving for continuous improvement
- I am open to others' ideas and having my own viewpoint challenged
- I identify ways to do things more efficiently or better
- I am reflective, learn from mistakes and seek to develop myself

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
- I understand people's fear of change and support those who find it difficult to adapt

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

I AM LESS SUCCESSFUL WHEN…

- I am unhelpful when interacting with customers
- I take an inward facing focus on keeping my team happy
- I keep things to myself and strive to appear in control at all times
- I rely on others to manage customer expectations and service delivery

I AM LESS SUCCESSFUL WHEN…

- 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

RESULTS AND SOLUTIONS FOCUSED

We strive to deliver, and exceed, the results required, setting and achieving realistic goals. We prioritise tasks, overcome obstacles and accept accountability whilst remaining resilient and effective.

EVERYONE

- 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

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 respond positively to criticism and/or feedback

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 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

I AM LESS SUCCESSFUL WHEN…

- 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

PLANNING AND ORGANISING

We take time to plan, organise and prioritise our work, while remaining agile in responding to the needs of the organisation. We do not shy away from making decisions and/or learning from one other.

EVERYONE

- I approach my work in an organised way to make sure my plans are delivered effectively and on time
- I take responsibility for reprioritising and negotiating my workload when faced with competing demands
- I critically assess risks before making final decisions
- I pay meticulous attention to detail
- I anticipate problems and issues and resolve promptly
- I identify different options for solving problems

MANAGER

- I assess the most effective way of delivering positive outcomes
- I work collaboratively with colleagues and stakeholders when planning and making decisions
- I consult and make sure my team has the right resources and support
- I set clear expectations and time frames for my team so they are aware of their roles and responsibilities
- I take into account individual strengths and areas of improvement to set achievable objectives
- I prepare and plan my work priorities, clarifying the scope of tasks to be achieved

SENIOR LEADER

- I think ahead and take time to review the strategic landscape
- I explore complex issues through multiple perspectives
- I recognise challenges and focus on turning strategy into achievable operational plans
- I provide direction to progress the University's strategic priorities
- I assess the situation and balance risk with benefits to make sensible but courageous decisions where needed

I AM LESS SUCCESSFUL WHEN…

- I put personal interest before the best decision
- I do not take evidence and data into account when planning
- I react to situations rather than approach my work proactively
- I constantly seek validation of my decisions as I am risk averse
- I miss deadlines because I have not taken time to plan my work priorities
- I accept information at face value and do not pay attention to detail
- I assume my team understand their role, responsibilities and expectations

ORGANISATIONAL FOCUS

We understand the overall purpose and priorities of the University, and our contribution to achieving them. We take pride in being part of the University and speaking positively about it to others.

EVERYONE

- I think forward and anticipate future developments in my area
- I take an interest in the work of other parts of the University, and how this relates to my own role
- I consider the wider impact of my decisions and actions
- I act as an Ambassador for the University, speaking positively about it to others
- I understand how my role supports achievement of University strategy
- I think through the impact my actions might have on other functions or areas

MANAGER

- I create a vision for the future which supports the aims and objectives of the University
- I formulate plans which translate strategy into action
- I align the work of my team to wider University strategy and objectives
- I think forward and anticipate future developments for my team
- I consider the wider impact of my decisions and actions
- I consider long-term issues, even when having to respond to changing priorities

SENIOR LEADER

- I consider the longer-term needs of the University when developing strategy and plans
- I align my activity to support achievement of University priorities and objectives
- I think beyond the needs of my specialist area
- I take account of the wider impact of my decisions and actions
- I investigate developments beyond our sector that apply to the University

I AM LESS SUCCESSFUL WHEN…

- I focus my effort on my department or function's priorities, paying little attention to overall University strategy
- I take action without considering the wider impact on other parts of the University
- I block progress on University initiatives to protect my own departmental interests
- I do little to explore developments outside the University that might be of benefit to us
- I speak negatively about the University to people outside the organisation
- I respond to immediate needs without considering longer-term issues or implications

MANAGING PERFORMANCE AND SUPPORTING DEVELOPMENT

We set clear direction and expectations, empowering staff to achieve them. We recognise people for doing a good job whilst addressing underperformance honestly and directly. We help everyone to develop themselves, providing support and encouragement.

MANAGER

- I make my expectations clear, ensuring people have a sense of direction and purpose
- I give staff scope to make decisions and take ownership for tasks
- I recognise performance, encouraging and building enthusiasm
- I am prepared to have constructive conversations to address underperformance
- I coach people to help them develop
- I encourage staff to make suggestions and take responsibility for resolving problems
- I celebrate success and praise people for doing a good job
- I address underperformance, making it clear what needs to be done to improve
- I am impartial, fair and equitable to all staff
- I support staff opportunities to learn and develop within and beyond their current role

SENIOR LEADER

- I set out a compelling vision and strategy, inspiring people to achieve it
- I establish clear objectives and targets, making my expectations clear
- I empower people by giving them responsibility and space to make their own decisions
- I recognise performance, encouraging people and nurturing their enthusiasm
- I address underperformance and support people to improve
- I give clear feedback, recognising both strengths and development needs

I AM LESS SUCCESSFUL WHEN…

- I am not always clear in defining objectives, expectations and direction to others
- I tell staff what to do without explaining why it is needed or important
- I maintain overall control, delegating few decisions or responsibilities to my staff
- I expect people to do well without needing encouragement or praise for good work
- I avoid dealing with underperformance, putting off difficult conversations
- I criticise and blame people when they have made mistakes or things go wrong
- I focus on delivering results without making time to develop people