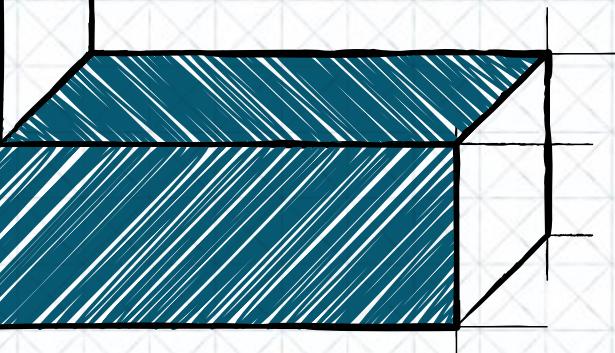




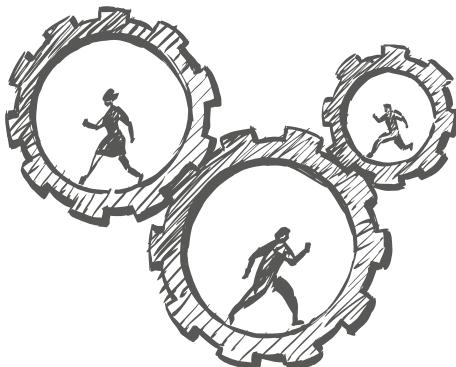
Our Leadership Behaviours



Why do we have Leadership Behaviours?

At Edinburgh Napier University we believe everyone has the potential to be a leader. Even if you do not lead a team, you make decisions every day and choose to behave in a certain way.

We want to encourage everyone to develop their leadership qualities so they can use them both in the workplace and outside. When the opportunity arises to lead, we want everyone to be in a position to put their skills to use.



Our Leadership Behaviours have been developed to describe:

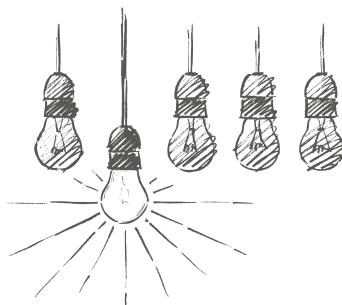
- What is required to support the success of the University strategy and corporate plan.
- What a great leader in Edinburgh Napier University looks like, so you know where to focus your development activities.
- What is expected from leaders depending on their role:
 - **Leading Myself** – applies to everyone who works at Edinburgh Napier (regardless of any line management responsibilities)
 - **Leading Others** – applies if you have any line management responsibility, lead on projects and/or lead on research or programmes
 - **Leading Leaders** – applies if you have any direct reports who lead their own teams (plus behaviours listed under Leading Others)
 - **Leading the University** – if your role is University-wide and/or influences University strategy (plus behaviours listed under Leading Others and Leading Leaders)
- How you can develop your career as a successful leader.

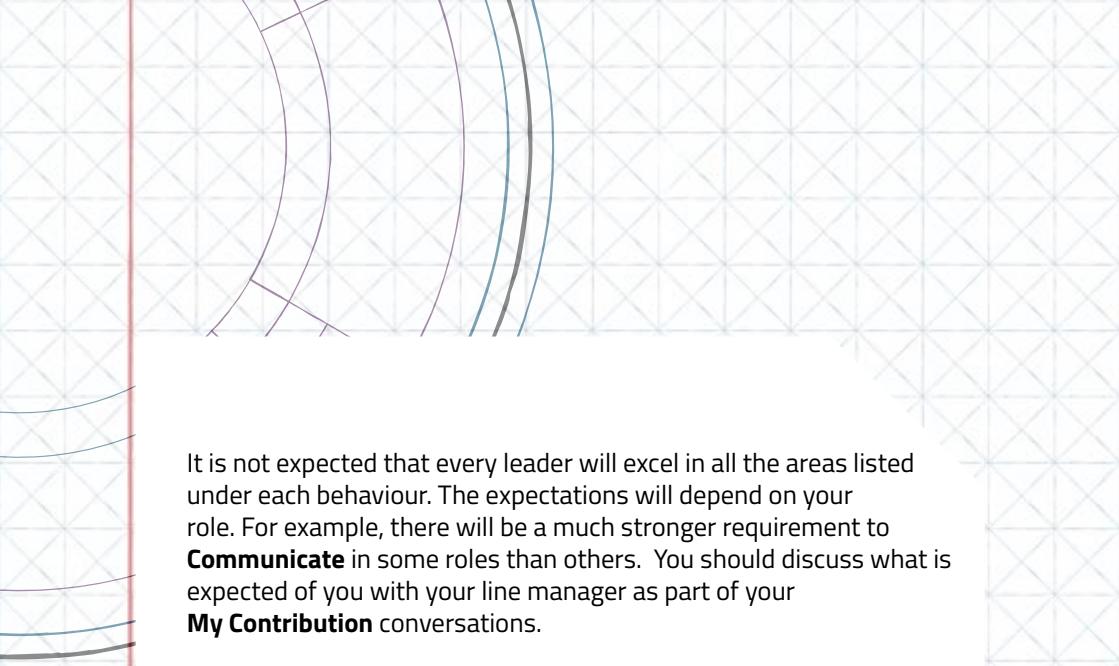
How our Leadership Behaviours support My Contribution

My Contribution is designed to help us all understand the part we play in achieving the University's vision. It provides a consistent approach to performance and development across the University by focusing on individual needs and quality conversations for everyone.

Our Leadership Behaviours support all three elements of My Contribution:

- **My Development:** we ask that you select up to three behaviours to focus on to help build your personal development plan. What you choose will depend on what is important in your current role and what you would like to build on or develop for a future role.
- **My Career:** to help focus conversations about your career aspirations and areas you need to develop.
- **My Review:** to help focus conversations with your line manager at performance reviews. E.g. how your behaviours have contributed to great performance; where development could improve future performance.





It is not expected that every leader will excel in all the areas listed under each behaviour. The expectations will depend on your role. For example, there will be a much stronger requirement to **Communicate** in some roles than others. You should discuss what is expected of you with your line manager as part of your **My Contribution** conversations.

If you are in an academic role and wish to progress your career or seek promotion, our **Leadership Behaviours** will help you to develop the skills you need to meet the criteria detailed under the **Academic Appointment and Promotion Framework** or other professional standards relevant to you.



What are our Leadership Behaviours?

There are eight key behaviours, which have been tailored to the University and reflect feedback from staff as well as learnings from best practice across other HE institutions and high performing organisations. They describe positive behaviours we would expect to see in a successful leader. It is likely that you already demonstrate a lot of these behaviours:

Leading by example – the way you **inspire** others

Championing change – dedicated to positive **change**

Effective communication – the way you **communicate**

Delivering successful outcomes – achieve and **deliver** the University's vision

Working collaboratively – how you **collaborate** with others

Analysis and problem solving – how you **analyse** situations

Managing resources, performance and risk – how you **manage** effectively

Continuous personal development – a commitment to **develop**



Leading by Example

You **inspire** others with a high level of personal integrity and a commitment to the goals and ambitions of the University. You work towards building and sustaining a working environment where staff feel trusted, proud, confident, challenged and supported.

	LEADING SELF	LEADING OTHERS
POSITIVE BEHAVIOURS	<ul style="list-style-type: none"> ✓ You always behave ethically and with integrity ✓ Maintain confidentiality when required ✓ Treat others with dignity and respect ✓ Give praise and credit to others ✓ Manage conflict, raising issues with your line manager for advice and support where appropriate ✓ Take pride in everything you do ✓ Live the University values at all times ✓ Ask for help and support when you need it and offer support to others ✓ Self awareness about how your behaviour can impact others and adapting it to suit the needs of those around you 	<ul style="list-style-type: none"> ✓ You lead the team in areas of expertise and personal responsibility ✓ Understand team dynamics to help build and maintain a high performing team ✓ Foster trust and teamwork in your team ✓ Tackle unpopular or uncomfortable issues and make decisions quickly ✓ Champion and motivate the team within the department ✓ Resolve and remove barriers to effective team working ('nip them in the bud') ✓ Identify the reasons for conflict at work and take measures to resolve it ✓ Listen and understand the perspective of others ✓ Spot when members of the team are struggling and provide appropriate support
WATCH OUT FOR	<ul style="list-style-type: none"> ✗ Taking credit for others' actions ✗ Being seen as the subject of complaints about attitude or behaviour ✗ Not understanding personal impact on working environment / others 	<ul style="list-style-type: none"> ✗ Putting personal agenda ahead of the team ✗ Avoiding unpopular issues and decisions ✗ Looking at issues from an inward perspective, ignoring impact on others ✗ Undermining others' credibility ✗ Lacking understanding of team abilities, interests and ambitions

LEADING LEADERS	LEADING THE UNIVERSITY
<ul style="list-style-type: none"> ✓ You win commitment from others by role modelling honesty, integrity and trust ✓ Set and share an inspiring vision of the future for your department / the University ✓ Promote trust and teamwork through periods of organisational change and encourage others to do the same ✓ Challenge the status quo and foster an environment in which others are open to develop new ways of working ✓ Strive for acceptance for University-wide communications even if unpopular ✓ Create an inclusive, supportive environment where all employees feel able to ask for help and support 	<ul style="list-style-type: none"> ✓ You set and share a 'big picture' vision to support the communication of the University strategy ✓ Bold, inventive and courageous ✓ Bring the what, why and how to life ✓ Inspire others by sharing your ambition and demonstrating wisdom ✓ Do what you say you will (or explain why not) ✓ Lead and positively represent the University inside and outside ✓ Enhance University's reputation by ensuring ongoing focus on student needs ✓ Create and maintain an inclusive culture across the University
<ul style="list-style-type: none"> ✗ Not role-modelling honesty, integrity and trust ✗ Being seen as failing to engage and inspire team ✗ Lacking awareness about impact of behaviours on others 	<ul style="list-style-type: none"> ✗ Not honouring commitments ✗ Not articulating a clear vision of the University's future ✗ Failing to bring to life how department / school contributes to University strategy ✗ Showing lack of support for University-wide initiatives

Championing Change

You champion and welcome **change**, supporting team members and other stakeholders as they adapt. Putting the interests of the University first, you plan and implement change initiatives that are designed to develop and sustain Edinburgh Napier's position as a University of choice locally and internationally.

POSITIVE BEHAVIOURS	LEADING SELF	LEADING OTHERS
	<ul style="list-style-type: none"> ✓ You work with managers to implement agreed change initiatives ✓ Articulate the rationale for change to others ✓ Seek solutions to local problems ✓ Challenge the status quo to identify opportunities for improvement ✓ Respond to change in a calm, objective and positive manner 	<ul style="list-style-type: none"> ✓ You plan, implement and monitor change initiatives within your area of responsibility ✓ Help team members understand the rationale for change and manage transition in a positive, empathetic, energetic way ✓ Seek input from team members on change initiatives and keep them informed of progress ✓ Keep stakeholders informed of changes and any service delivery implications ✓ Act on feedback from students and other customers and anticipate the impact of changes on their needs ✓ Manage risks and barriers to change and propose solutions to Senior Management
WATCH OUT FOR	<ul style="list-style-type: none"> ✗ Accepting the status quo and resisting change ✗ Not managing emotional responses to change at work - being unable to move beyond negative reactions ✗ Being seen as resistant to change 	<ul style="list-style-type: none"> ✗ Being unable to articulate rationale for change to team or stakeholders ✗ Failing to recognise team members' individual emotions and reactions to change ✗ Being viewed as having a cynical and negative view of change

LEADING LEADERS

- ✓ You develop a high-level change strategy based on departmental and University-wide objectives
- ✓ Maintain an awareness of the HE environment and plan accordingly
- ✓ Integrate and co-ordinate departmental and University change initiatives
- ✓ Involve all appropriate stakeholders when planning, implementing and reporting on change
- ✓ Ensure all activities challenge 'how it makes life better' for students and other customers
- ✓ Apply 'best practice' change leadership techniques
- ✓ Actively support and inspire your school / department and stakeholders to embed change
- ✓ Escalate concerns over University-wide change initiatives with rationale

LEADING THE UNIVERSITY

- ✓ You are accountable for delivering benefits of change strategy / initiatives
- ✓ Demonstrate agility, resilience and pace when going through change
- ✓ Ensure that all changes are consistent with University strategy
- ✓ Champion and positively communicate a compelling need for transformational and operational change across the University
- ✓ Evaluate impact of change using return on investment / benefits

- ✗ Failing to motivate and inspire your school / department to lead change
- ✗ Driving your local change agenda without considering University strategy
- ✗ Not considering impact of change on all stakeholders
- ✗ Not sharing or escalating concerns at appropriate times throughout change initiatives

- ✗ Failing to challenge others who do not see need for change
- ✗ 'Talking the talk' but not 'walking the walk'
- ✗ Passively supporting change
- ✗ Not meeting deliverables of change initiatives in terms of time / cost / quality

Effective Communication

You **communicate** effectively, demonstrating and encouraging two-way communication in all interactions with colleagues, teams and internal and external stakeholders. You build relationships and influence, and choose the optimum time and approach to maximise your impact. You use effective questioning and listening skills, adapting your approach and style to your audience.

POSITIVE BEHAVIOURS

WATCH OUT FOR

LEADING SELF	LEADING OTHERS
<ul style="list-style-type: none"> ✓ You demonstrate open and honest two-way communication ✓ Use a listening and questioning approach to clarify understanding ✓ Present a clear, well-reasoned case when communicating with others ✓ Use the most appropriate communication channel and style for the audience and message ✓ Maintain confidentiality at all times ✓ Demonstrate energy and enthusiasm in communications ✓ Listen to student and other customer needs and respond appropriately ✓ Communicate in a professional and appropriate manner at all times 	<ul style="list-style-type: none"> ✓ You communicate effectively with all key internal and external stakeholders ✓ Monitor the effectiveness of individual and team communications, taking actions to improve ✓ Proactively share information and encourage others ✓ Tailor communications and channels to the needs of the audience ✓ Seek opportunities to engage with the wider external community
<ul style="list-style-type: none"> ✗ Using same communication style for all audiences ✗ Using too much jargon ✗ Breaching confidentiality ✗ Making negative comments about/ towards colleagues ✗ Failing to meet student and other customer needs/expectations 	<ul style="list-style-type: none"> ✗ Failing to share information or communicate key messages to the team ✗ Not responding constructively to feedback on how to improve communications ✗ Avoiding networking opportunities

LEADING LEADERS	LEADING THE UNIVERSITY
<ul style="list-style-type: none"> ✓ You communicate clearly and succinctly ✓ Obtain and proactively respond to the views of all relevant internal and external stakeholders ✓ Take responsibility for sharing communication to all levels ✓ Deliver key organisational messages through effective language, words and channels ✓ Identify emerging themes from organisational communications and take appropriate action ✓ Promote the University in the external market ✓ Take time to seek opinions from the team and respond appropriately ✓ Recognise and celebrate others' contribution ✓ Actively support employee engagement initiatives across school/department 	<ul style="list-style-type: none"> ✓ You role model energy, enthusiasm and commitment to the University through communications ✓ Use effective communication to gain commitment and buy-in to University strategy ✓ Develop and implement effective University-wide communication in challenging times ✓ Champion employee engagement initiatives across the University ✓ Communicate and celebrate success
<ul style="list-style-type: none"> ✗ Having few external contacts and doing little to build or maintain external network ✗ Seeing communication as someone else's responsibility ✗ Not communicating when required ✗ Communicating in a manner which is often misunderstood or inappropriate 	<ul style="list-style-type: none"> ✗ Not being able to flex communication or influencing styles to get the best out of people ✗ Delegating responsibility for communicating vision ✗ Not being visible

Delivering Successful Outcomes

You drive and **deliver** successful outcomes to support the success of the University strategy and corporate plan. You focus on how you and your teams can do things better for students, other customers and the organisation by creating conditions to promote creativity and innovation.

POSITIVE BEHAVIOURS	LEADING SELF	LEADING OTHERS
WATCH OUT FOR	<ul style="list-style-type: none">✓ You encourage and support others to improve innovation and creativity✓ Always aim to deliver a high standard of performance and seek opportunities to improve✓ Go the extra mile when required to achieve best results for students and other customers✓ Take a proactive approach when faced with obstacles/barriers✓ Encourage and support others	<ul style="list-style-type: none">✓ You encourage a culture of creativity and innovation✓ Focus relentlessly on high performance and identify opportunities for improvement✓ Deliver clear value to students and other customers by providing excellent service✓ Recognise student/other customer needs and take ownership to find solutions, resolve issues or exceed expectations✓ Remove obstacles and find resources to enable the team to achieve results
	<ul style="list-style-type: none">✗ Giving up when faced with barriers✗ Missing deadlines and failing to deliver✗ Placing barriers in the way of others' innovation✗ Not understanding the impact of not delivering or meeting student/other customer expectations	<ul style="list-style-type: none">✗ Attempting to do everything and not delegating appropriately✗ Accepting current standards of performance and failing to stretch self/ others✗ Failing to provide support and encouragement to inspire high performance✗ Punishing or stifling creativity in the team

LEADING LEADERS

- ✓ You support teams to take a creative and innovative approach to student and other customer service
- ✓ Understand students and other customers better than anyone and lead initiatives to meet their needs
- ✓ Drive high performance and identify how results can be achieved through potential of others
- ✓ Take a balanced approach where students, other customers, stakeholders, staff and finance are all taken into account
- ✓ Create a passion for exceeding expectations

LEADING THE UNIVERSITY

- ✓ You demonstrate and encourage the identification of creative and innovative opportunities for the University
- ✓ Champion and implement a continuous high performance culture across the University, throughout all aspects of team management

- ✗ Focusing solely on one aspect of the business to the detriment of key stakeholders
- ✗ Failing to see potential of others and their role in delivering results
- ✗ Accepting current performance and not driving for improvement

- ✗ Allowing schools/departments to drive own agenda, which may damage University reputation or achievement of strategy

Working Collaboratively

You **collaborate**, earning trust from colleagues and forming effective partnerships with internal and external stakeholders. Promoting shared goals, you recognise areas of common interest or difference and work with individuals and groups to help advance strategic objectives.

POSITIVE BEHAVIOURS	LEADING SELF	LEADING OTHERS
WATCH OUT FOR	<ul style="list-style-type: none">✓ You work collaboratively with others✓ Develop internal relationships to help deliver objectives and get the job done✓ Actively participate and engage with others to help achieve team goals✓ Accessible to immediate colleagues and wider team members✓ Seek to agree mutually satisfying outcomes for everyone involved✓ Share knowledge, experience and expertise freely with others✓ Contribute to harmonious working across the team	<ul style="list-style-type: none">✓ You seek opportunities to work collaboratively with others✓ Instigate a joined up approach to planning and work across boundaries to achieve shared goals✓ Involve colleagues in creating effective solutions✓ Develop internal networks to further departmental objectives or share learnings✓ Promote the value of working with others✓ Motivate colleagues to contribute across the wider department✓ Share success and acknowledge others' successes

LEADING LEADERS	LEADING THE UNIVERSITY
<ul style="list-style-type: none"> ✓ You appropriately involve stakeholders when evaluating information and making decisions on matters of strategic importance ✓ Develop external or other wider networks ✓ Protect University interests by maintaining collaborative partnerships within team/ department ✓ Create opportunities to share knowledge and sector insight across the University ✓ Build strong working relationships 	<ul style="list-style-type: none"> ✓ You champion collaborative and partnership working across the University and other industries ✓ Generate cross-disciplinary and strategic partnerships ✓ Share learnings with students and other customers as well as from them across the University ✓ Drive the exchange of best practice thinking, establishing strong external and international partnerships that contribute to University success ✓ Influence sector changing/leading work
<ul style="list-style-type: none"> ✗ Taking decisions without stakeholder input ✗ Not taking time to learn from others through networks ✗ Only understanding HE sector ✗ Failing to involve others to explore opportunities for shared goals 	<ul style="list-style-type: none"> ✗ Not creating and developing an environment which encourages collaborative working ✗ Relying only on single sector benchmarking

Analysis and Problem Solving

Your ability to **analyse** and solve problems is a strength. You understand the value of different types of data and are able to anticipate and solve problems, making informed decisions relating to your role and driving delivery of the University's Strategy.

POSITIVE BEHAVIOURS

WATCH OUT FOR

	LEADING SELF	LEADING OTHERS
	<ul style="list-style-type: none"> ✓ You ensure all appropriate information is recorded and documented ✓ Attend to necessary detail when handling information and solving problems ✓ Apply analytical methods and tools as required ✓ Deal with problems following University policy and process ✓ Recommend improvements to how you deliver your objectives ✓ Recognise when to escalate issues to more senior staff in a timely manner ✓ Make decisions with confidence 	<ul style="list-style-type: none"> ✓ You use data to make informed decisions that fit overall University strategy ✓ Ensure all problems are logged, updating documents and processes as appropriate ✓ Analyse and interpret different information sources to deliver individual and team outcomes ✓ Deal with urgent or complex problems where there is no standard solution ✓ Develop new approaches and creative solutions to deliver great student or other customer service ✓ Analyse team effectiveness and recommend improvements to work practices ✓ Escalate issues where appropriate to remove blockers and achieve progress ✓ Make decisions with confidence ✓ Use data to clearly evidence impact of change
	<ul style="list-style-type: none"> ✗ Not keeping records and/or data as necessary ✗ Failing to make decisions you are responsible for ✗ Making decisions for which you are not responsible ✗ Ignoring or avoiding problems 	<ul style="list-style-type: none"> ✗ Failing to use appropriate analytical techniques ✗ Failing to develop solutions in response to problems ✗ Adopting a reactive approach to student/other customer needs or problems ✗ Treating complaints as an irritation and failing to respond to student/other customer feedback ✗ Making decisions without considering student/other customer needs or impacts

LEADING LEADERS

- ✓ You quickly absorb and analyse organisational-level data and information, identifying issues and prioritising individual and team actions
- ✓ Determine required approach to assess and analyse data for organisational benefit
- ✓ Manage complex, interrelated services or projects where strategic decisions are required
- ✓ Deal with large-scale complex problems effectively and appropriately
- ✓ Make decisions that capture benefits for your school/service
- ✓ Create/lead initiatives to identify solutions where gaps exist

LEADING THE UNIVERSITY

- ✓ You focus and prioritise based on what matters to the University
- ✓ Initiate new and original approaches to managing projects and delivering University strategy
- ✓ Identify and resolve complex problems across the University, taking industry insight into account
- ✓ See themes and patterns between complex problems and seek appropriate solutions
- ✓ Make tough, potentially unpopular decisions for the University when required and have the commitment to follow them through
- ✓ Promote sound financial acumen

- ✗ Failing to consider positive and negative ramifications of possible solutions
- ✗ Accepting information at face value without critical evaluation
- ✗ Treating each problem separately across school/departments
- ✗ Not considering financial impacts of decisions or actions and failing to identify common themes

- ✗ Making decisions that do not support delivery of University strategy
- ✗ Failing to see links between complex problems across the University
- ✗ Not considering political or economic factors in decision making

Managing Resources Performance and Risk

You take an integrated approach and **manage** resources, performance and risk. Combining an effective approach to performance management and mitigating risk, you use resources optimally to put the University in the best position to achieve its strategic objectives and overcome any challenges.

POSITIVE BEHAVIOURS

WATCH OUT FOR

	LEADING SELF	LEADING OTHERS
<ul style="list-style-type: none"> ✓ You reduce waste or inefficiencies within your control ✓ Agree SMART objectives with your manager and understand how you contribute to the success of the University ✓ Accept responsibility for own performance ✓ Deliver outcomes on time and to the required standard ✓ Work efficiently and effectively in a student/other customer focused manner ✓ Comply with all University policies, processes and requirements ✓ Identify risks and issues and refer to manager when appropriate, offering solutions where possible ✓ Manage time effectively 	<ul style="list-style-type: none"> ✓ You address performance issues and take appropriate actions ✓ Delegate as appropriate, while maintaining responsibility for delivery ✓ Ensure your team has SMART objectives and understands what is expected ✓ Manage and report on risks and issues within your team ✓ Build effective relationships with key stakeholders ✓ Build personal relationships to understand what motivates your team ✓ Plan effectively to manage delivery of required outcomes on time ✓ Coach others to perform at their best 	
<ul style="list-style-type: none"> ✗ Not taking personal responsibility for performance ✗ Treating students or other customer complaints as a nuisance ✗ Failing to respond to student or other customer feedback 	<ul style="list-style-type: none"> ✗ Failing to address performance issues and take appropriate action ✗ Ignoring cost implications of actions ✗ Not fully explaining what is required of others and why it is important ✗ Failing to notify others of risks ✗ Not taking time to understand individuals in the team 	

LEADING LEADERS	LEADING THE UNIVERSITY
<ul style="list-style-type: none"> ✓ You effectively manage and commit budget and resources (including external suppliers) to deliver strategy and plans ✓ Develop, implement and evaluate department/school performance ✓ Champion projects and where relevant manage to delivery ✓ Lead initiatives to meet staff and other customer needs ✓ Monitor departmental plans, take actions and inform key stakeholders of progress ✓ Deal with obstacles to progress and make tough decisions when required 	<ul style="list-style-type: none"> ✓ You are accountable for delivering University objectives and KPIs ✓ Clarify connection between key messages and strategic objectives at every opportunity ✓ Proactively manage and build good relationships with internal/external stakeholders to provide opportunities/ support for future growth ✓ Monitor team, departmental and University performance, seeking ways to improve or address issues as they arise
<ul style="list-style-type: none"> ✗ Compromising on quality/service by focusing on reducing costs ✗ Poorly deploying school/departmental resources or failing to regularly review efficiency ✗ Focusing solely on one aspect of the University to the detriment of others ✗ Taking uncalculated risks 	<ul style="list-style-type: none"> ✗ Not monitoring University-wide impact of performance and failing to take action as appropriate ✗ Failing to provide clear direction for others ✗ Not addressing poor performance in a timely manner

Continuous Personal Development

You champion ongoing personal development and promote a culture of continuous learning and improvement. You ensure your team has the skills and resources to effectively perform their role and provide support to help them **develop**, managing their future career aspirations.

Positive Behaviours	Leading Self	Leading Others
Watch Out For	<ul style="list-style-type: none">✓ You take responsibility for your continuous personal and professional development✓ Use My Contribution process to identify and meet development needs and discuss career aspirations✓ Give feedback to others when appropriate✓ Ask for and react positively to constructive feedback from others✓ Seek out learning opportunities	<ul style="list-style-type: none">✓ You champion a culture of continuous learning and personal development✓ Create a safe environment for your team to develop and try out new skills or ways of working✓ Help people learn from their mistakes✓ Have development and career conversations with team members and ensure they are recorded on My Contribution online forms✓ Ensure that all team members have personal development plans and access to relevant learning and development activities
	<ul style="list-style-type: none">✗ Not developing self or others✗ Not recording performance and development objectives through My Contribution✗ Creating development plans based solely on personal interests and not organisational requirements	<ul style="list-style-type: none">✗ Not having development and career conversations as detailed under My Contribution✗ Punishing mistakes rather than recognising them as opportunities to learn✗ Seeing development as for others and not for yourself

LEADING LEADERS

- ✓ You ensure local and organisational learning outcomes are integrated into University policies and systems
- ✓ Promote benefits of learning and development across the department/University

LEADING THE UNIVERSITY

- ✓ You manage the breadth of University-wide learning needs
- ✓ Recognised as a champion for learning whose actions/convictions create the environment to learn and grow
- ✓ Focus on personal development

- ✗ Not taking learning needs into account when setting policies and systems

- ✗ Not actively developing and learning
- ✗ Having no visibility of development plans and strategies across the University
- ✗ Not promoting benefits of continuous learning and personal development across the University

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