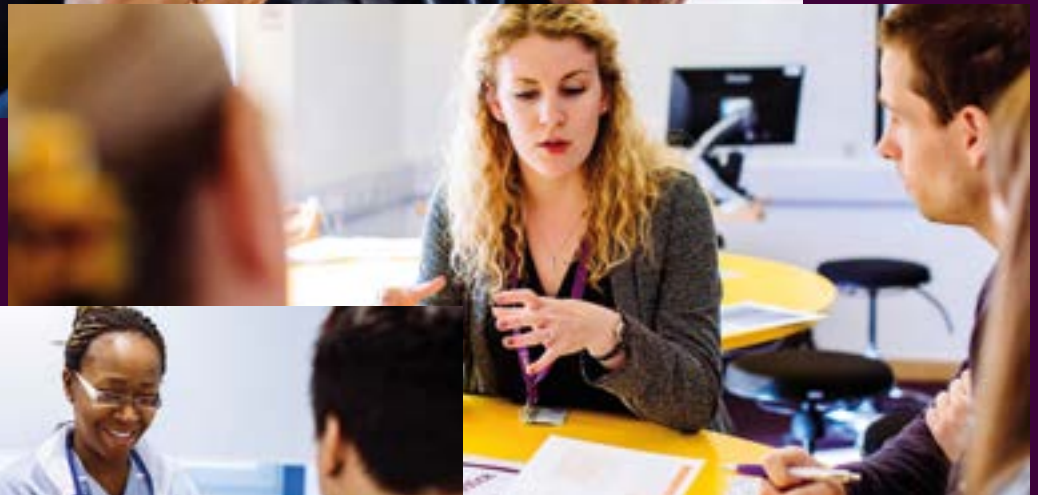




UNIVERSITY OF
PORTSMOUTH

LEADERSHIP ATTRIBUTES



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The leadership and management attributes aim to guide and support current and aspiring managers and leaders. They clarify what good leadership looks like in our organisation and provide a clear set of expectations and behavioural indicators as a benchmark. These can be used as a valuable resource in recruitment and selection processes, staff development, career development, succession planning and PDR discussions. In addition they can assist in identifying areas of personal development.

Our values

Ambitious

Responsible

Open

Leading by example

Demonstrates vision, drive and ambition for the University.	Ensures own actions and those of the team contribute to the mission, vision and values.	Behaves as an ethical leader who shows enthusiasm and passion and is accountable for decisions and actions.
Articulates and promotes the mission, vision, and values of the University with clarity to deliver to the University Strategy through own actions and behaviour.	Defines, communicates and monitors standards of excellence, identifies constraints and balances resources, taking into account impact and risk.	Develops open, honest and professional relationships, embracing diversity and difference.
Makes timely, effective and transparent decisions, including difficult ones and is resilient when decisions are challenged.	Is accountable for and considers the impact and possible implications that decisions may have on other areas of the University and the wider community.	Develops a consultative approach, building resilience and strong, two-way, transparent communication.

Empowering individuals

Recognises, enables and supports staff to fulfil their potential and understand their underlying motivations/strengths.	Provide people with the opportunity to develop their own approach whilst being responsible for maintaining focus and alignment to the University strategy.	Recognises achievements, promotes successes and tackles performance issues with strength, resolve, compassion and integrity.
Promotes a culture of support and trust, having confidence to delegate appropriately and empower individuals by encouraging them to try new things, think creatively and develop bold ideas.	Actively supports the continuous professional development and resilience of individuals, taking time to provide honest and constructive feedback as the basis for development planning.	Communicates requirements through clear, SMART objectives and targets.

Developing teams

Encourages and supports colleagues to deliver excellence with commitment and passion.	Manages the development of self and others, aligning organisational and personal needs to encourage learning, develop agile teams and enhance future capability.	Promotes and communicates a shared view of success.
Acts with initiative to realise opportunities for the University, encouraging ideas, critical thinking and openness.	Adapts and responds to changing objectives, priorities and plans.	Creates an environment where people are open to change and can challenge, collaborate and share feedback, to develop best practice.



Our values

Ambitious

Responsible

Open

Facilitating collaboration

Seeks opportunities to build and nurture relationships, partnerships and networks that are beneficial to the organisation and foster engagement across a wide community.	Builds an organisational culture of mutual respect, support and collaboration across all areas of the University and beyond.	Takes the time to be visible, accessible and approachable. Shares information with other teams to align effort, improve performance and resilience.
Develops commercial and research activities that benefit from new approaches and perspectives.	Upholds standards of ethics and sustainability.	Demonstrates an inclusive style which values all colleagues, welcoming and acknowledging contribution to develop a 'one University' culture.

Enabling innovation

Creates an environment that enthuses others to generate imaginative ideas, original approaches and innovative solutions to challenges and opportunities.	Anticipates and weighs risks against potential rewards and is accountable for decisions made.	Encourages the free flow of information, openness and experimentation, and supports creative ways of working.
Engages and influences others to develop and enhance knowledge and skills required to support new ways of working.	Demonstrates a positive and flexible attitude to change aimed at meeting future needs.	Takes time to understand the needs of others during transition and provides appropriate communication and support.

Responsive and agile

Encourages agility and adaptability to enable changing needs to be identified and addressed.	Shows a real commitment to understanding and supporting diverse needs.	Takes time to communicate expectations of relevant stakeholders to develop understanding of different perspectives.
Continuously reviews working practices to maximise student engagement and experience.	Challenges assumptions and creates and supports a climate that avoids barriers and ensures that processes are enabling.	Makes time to explain the reasons for planned changes and responds to reservations and doubts.

