UNIVERSITY of York
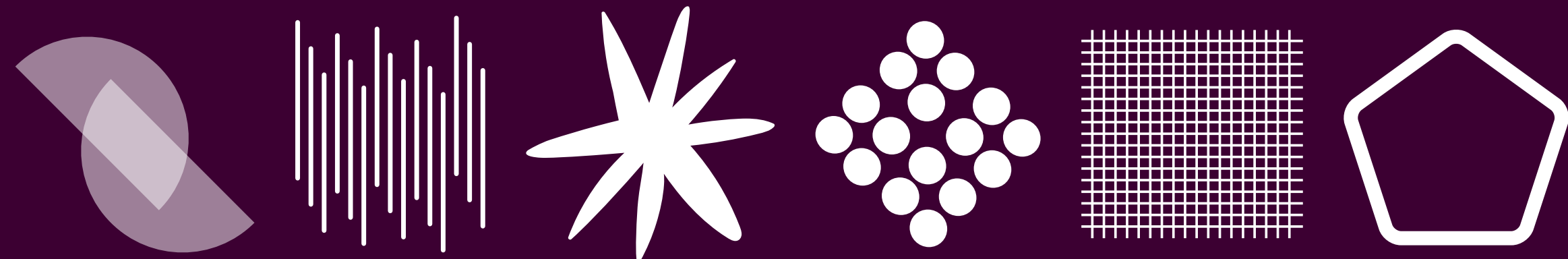
COMMUNITY WITHOUT LIMITS FRAMEWORK

THE COMMUNITY WITHOUT LIMITS FRAMEWORK IS MADE UP OF SIX THEMES

MAKE THINGS HAPPEN

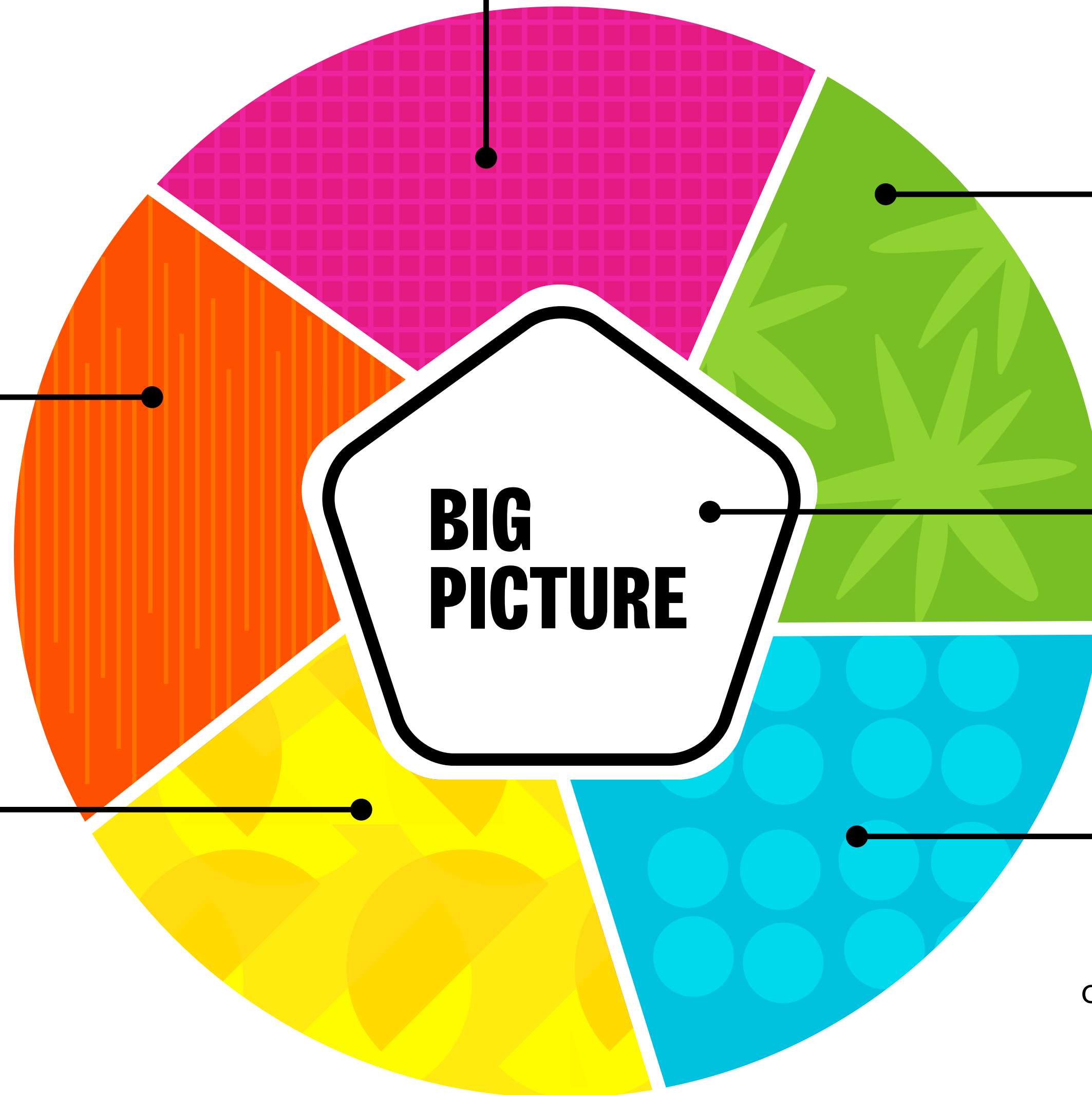We meet challenges. We are positive, organised and empowering, driving work forward.

COLLABORATION

We get on well with colleagues and partners, supporting each other and working collaboratively to achieve shared goals.

INNOVATION

We adapt to changing circumstances and needs. We are open to new ideas and are curious and creative. We constantly develop and improve ourselves and the University.

BIG PICTURE

We are forward looking, creating ambitious goals. We help people to understand and align with the University vision and purpose.

RESPECT

We treat people with care and empathy, respecting differences in circumstances, culture and background.

OPEN COMMUNICATION

We are open and honest with each other. We are clear, calm and courageous, encouraging debate and enabling all voices to be heard.

BIG PICTURE

RESPECT

We treat people with care and empathy, respecting differences in circumstances, culture and background.

RESPECT

AS A COLLEAGUE

I show care and understanding for others, respecting differences in circumstances, culture and background.

I am successful when...

- I am compassionate, considerate and non-judgemental
- I appreciate and respect differences in culture, background and approach
- I ask questions to explore others' perspectives and concerns
- I take account of individuals' needs and preferences when making decisions

WHEN LEADING PEOPLE

I recognise and take account of others' feelings, needs and concerns, responding with empathy.

I am successful when...

- I recognise how others are feeling and respond with empathy and understanding
- I actively create an environment where differences of opinion and approach are valued
- I see when people are feeling under pressure and provide support
- I am aware of my impact on others and adjust my approach accordingly

WHEN LEADING THE ORGANISATION

I support people through change, responding to their needs and concerns, and take action to increase equality, diversity and inclusion.
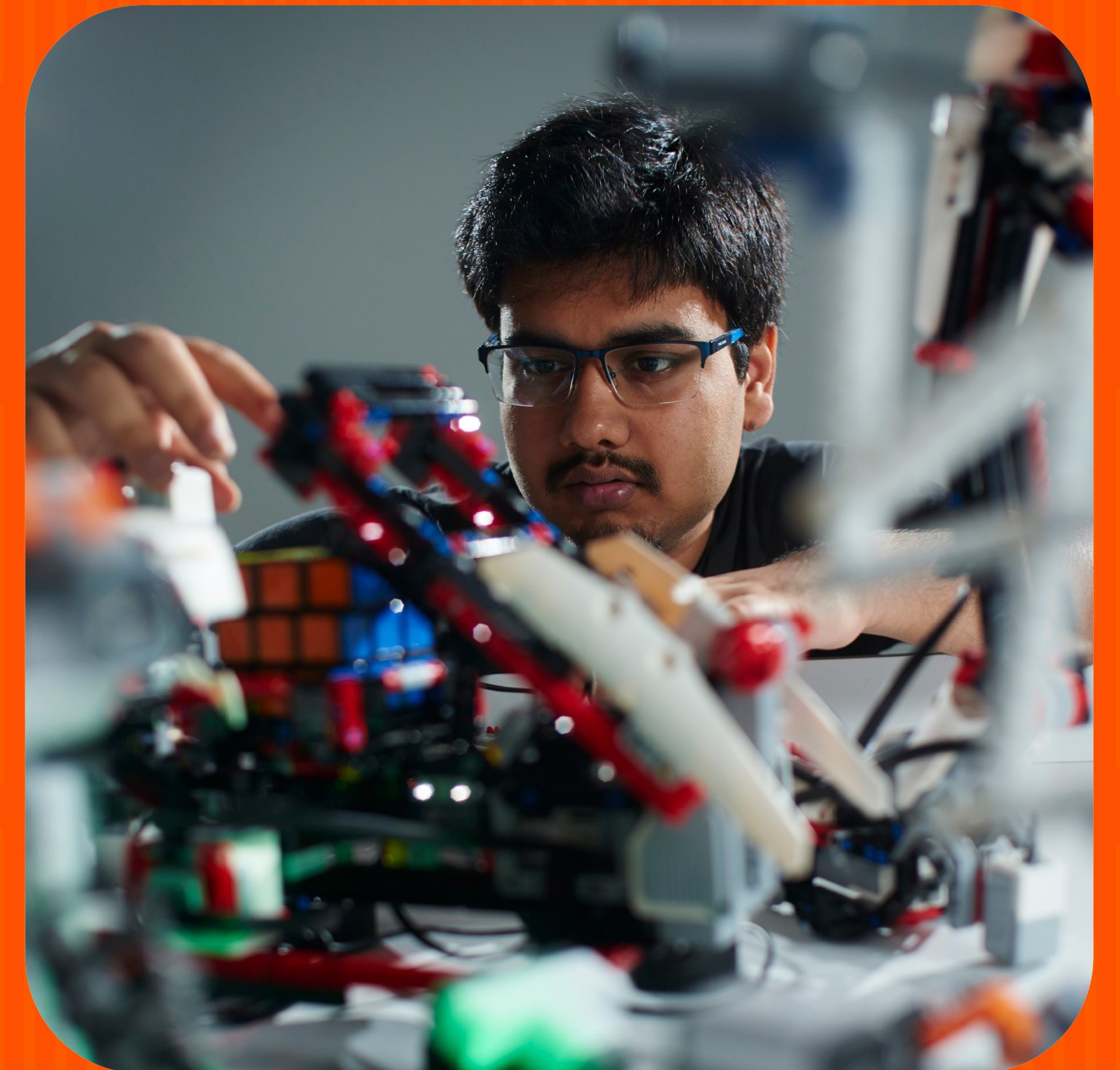
I am successful when...

- I demonstrate that I understand the perspectives, concerns and ideas of others
- I consider the impact of my actions on different groups and stakeholders, and take this into account in my decisions
- I take action to increase equality and diversity, and to remove barriers to inclusion
- I support people through change, recognising both the benefits and addressing any concerns of new ways of working

INNOVATION

We adapt to changing
circumstances and needs.
We are open to new ideas
and are curious and creative.
We constantly develop
and improve ourselves
and the University.

INNOVATION

AS A COLLEAGUE

I am flexible, adapting to change and being open to new ideas. I am curious and creative, constantly improving the way we do things.

I am successful when...

- I adapt to changing circumstances and needs
- I am receptive to new ideas, embracing new approaches and technology
- I look for new and creative ways to solve problems
- I am curious, actively searching for more effective ways to do things
- I recognise when I need to accept and manage a degree of risk

WHEN LEADING PEOPLE

I question conventional thinking and develop new ideas. I see where change is needed, developing myself and the University to meet the challenges of the future.

I am successful when...

- I know my own strengths and development needs, and am keen to learn and develop further
- I challenge less effective ways of working, putting forward creative new ideas and improvements
- I encourage others to put forward ideas and be open to new methods and innovative thinking
- I engage with new and unexpected tasks, adapting my approach

WHEN LEADING THE ORGANISATION

I am flexible and agile in my thinking, championing creativity and new ideas. I take well-judged risks to learn and make progress.

I am successful when...

- I am imaginative, thinking beyond current constraints
- I encourage creativity, providing practical support for innovation and championing new ideas
- I accept uncertainty, taking well-judged risks and supporting those who do so even if things do not work out
- I create a culture of continuous learning, where we keep developing ourselves
- I make agile decisions, recognising when things are not working and rethinking what is needed

COLLABORATION

We get on well with colleagues and partners, supporting each other and working collaboratively to achieve shared goals.

COLLABORATION

AS A COLLEAGUE

I get on well with colleagues and work collaboratively to achieve shared goals.

I am successful when...

- I develop positive relationships with colleagues and partners

- I actively seek out and work with colleagues in other areas of the University

- I build my knowledge of who does what and can refer others to the right person

- I share my ideas, involving others and working with them to achieve shared goals

- I am approachable, offering colleagues help and support decisions

+

WHEN LEADING PEOPLE

I build relationships across the University and beyond, working collaboratively with colleagues and partners to achieve shared goals.

I am successful when...

- I take an inclusive approach, engaging others in activities and creating a sense of community

- I encourage a supportive culture where team members share workload fairly and help each other

- I exchange ideas freely, collaborating with others to solve problems and build consensus

- I develop relationships with external partners to pursue shared goals

- I actively build relationships and trust between teams

+

WHEN LEADING THE ORGANISATION

I bring people together across the University and beyond, encouraging and supporting collaboration to build consensus and achieve shared goals.

I am successful when...

- I encourage and support collaboration between academic groups, professional services, and students

- I develop partnerships with external stakeholders, industry and the local community

- I put forward my own ideas, build consensus and gain commitment to shared goals

OPEN COMMUNICATION

We are open and honest in our communication with each other. We are clear, calm and courageous, encouraging debate and enabling all voices to be heard.

OPEN COMMUNICATION

AS A COLLEAGUE

I am open and honest in my communications. I have the courage to speak up and remain calm under pressure.

I am successful when...

- My explanations are clear, concise and direct
- I invite feedback, listening to others' viewpoints and valuing their contribution
- I have the courage to speak up and have difficult conversations, responding calmly and patiently
- I manage expectations, keeping people up to date and being open about what I can and cannot do

WHEN LEADING PEOPLE

I promote and demonstrate open and honest communication. When conversations are challenging I demonstrate resilience and help others to stay calm.

I am successful when...

- I enable genuine, two-way communication, ensuring all voices are valued and heard
- I communicate transparently, providing timely updates to others and being honest about challenges
- I am open when I get things wrong, accepting my mistakes
- I am a role model for integrity, saying what needs to be said, taking into account sensitivities, and doing what needs to be done
- I show resilience during challenging times, maintaining a realistic perspective and helping others to keep calm

WHEN LEADING THE ORGANISATION

I am consistent, direct and diplomatic when communicating. I encourage debate and enable voices to be heard.
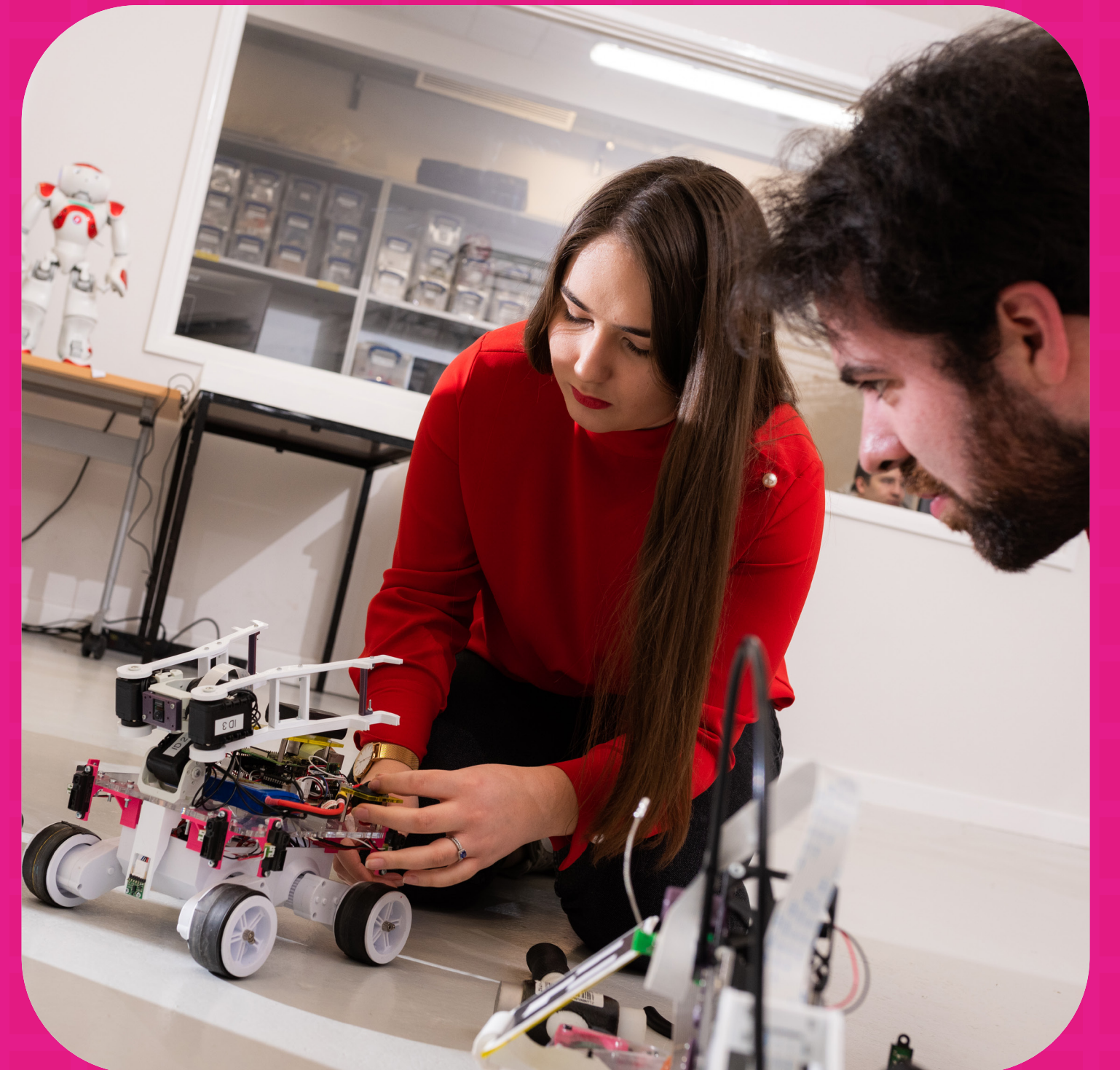
I am successful when...

- I maintain a consistent message across different groups and contexts
- I am respectfully direct, calling out behaviour that needs challenging, including my own
- I encourage honest conversation and debate to face issues head on
- I am reassuring, confident and diplomatic, taking time to construct calm, measured responses
- I enable all voices to speak and be heard, not only those who shout the loudest

MAKE THINGS HAPPEN

We meet challenges. We are positive, organised and empowering, driving work forward.

MAKE THINGS HAPPEN

AS A COLLEAGUE

I get things done with a proactive, positive and organised approach.

I am successful when...

- I am proactive, seeking solutions and making decisions confidently
- I am organised, recognising priorities and planning my time and workload to get things done
- I am diligent and work accurately
- I have a positive attitude and help build this in others

WHEN LEADING PEOPLE

I take responsibility for progressing my work and the work of my team, embracing complex challenges and motivating others.

I am successful when...

- I progress work, highlighting priorities, allocating resources and co-ordinating others
- I show, dedication and perseverance in the pursuit of challenging and complex objectives
- I take responsibility, actively contributing to get things done
- I am prepared to make difficult judgements and decisions
- I recognise and show appreciation for the achievements of others

WHEN LEADING THE ORGANISATION

I meet challenges. I empower, support and energise others to drive work forward.

I am successful when...

- I move work forward, owning issues and progressing things through to completion
- I empower others to make decisions and take ownership of their work
- I support others to drive their work, clarifying my expectations and my role as a point of escalation and advice
- I share my commitment to meeting, energising and inspiring others
- I encourage an environment of recognition, helping others feel genuinely valued and rewarded for their contributions

BIG PICTURE

We are forward looking, creating ambitious goals. We help people to understand and align with the University vision and purpose.

BIG PICTURE

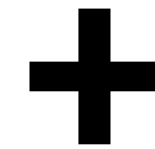## AS A COLLEAGUE

I understand how my work links to university goals and contributes to the public good.

I am successful when...

- I understand what my team is aiming to achieve

- I understand how my work links to the wider goals of my department, faculty/business unit and the University

- I am aware of how my work contributes to our vision of being a university for public good

+

WHEN LEADING PEOPLE

I understand and contribute to the University vision, explaining this to others and aligning our work to strategic goals.

I am successful when...

- I understand the challenges and opportunities facing the University

- I am aware of key factors that have an impact on my department, faculty/business unit, the University and the sector

- I am forward looking, identifying future needs and the changes that will be required

- I clarify the University vision, helping others to understand the 'why'

- I support colleagues and teams to work together to achieve our collective aims

+
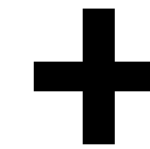
WHEN LEADING THE ORGANISATION

I think about the future and create long term aspirations. I simplify complexity and connect others with the University vision and purpose.

I am successful when...

- I explain the strategic context simply and concisely, taking responsibility for helping others to understand why decisions have been made

- I help others to understand how our work contributes to our vision of being a university for public good

- I encourage and support colleagues to understand and adapt to change

- I help deliver the University Strategy by identifying and aligning long terms aspirations and goals - thinking ahead 5-10 years

- I am commercially savvy, working to open up commercial opportunities

ABOUT THE FRAMEWORK

Creating a community without limits is one of our strategic aims. We are building a diverse community that fosters a **sense of belonging**, and an **inclusive environment** and **culture where everyone can thrive.**

A sense of belonging and inclusion recognises our behaviours are just as important as our job related skills and knowledge.

Behaviours are the 'soft skills' which, in combination with our knowledge and expertise, enable us to **perform our roles successfully** and contribute to a **positive working environment**.

Many behavioural frameworks use a 'top down' approach where senior leaders define the behaviours. **This framework is different**. The content, right down to the individual words, was **created by our people**, in many different roles and levels, across our staff community.

This framework helps **bring our community together** around a common understanding of the behaviours that we **value**.