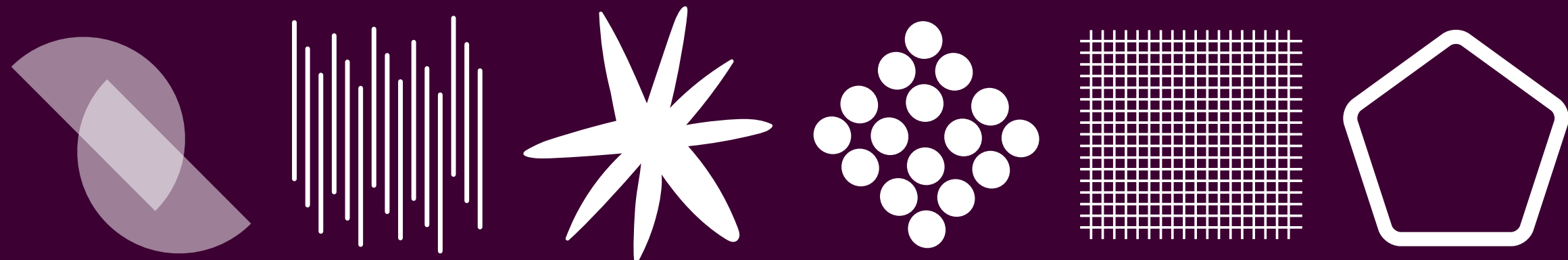# UNIVERSITY of York

COMMUNITY WITHOUT LIMITS FRAMEWORK

When leading people

THE COMMUNITY WITHOUT LIMITS FRAMEWORK
IS MADE UP OF SIX THEMES

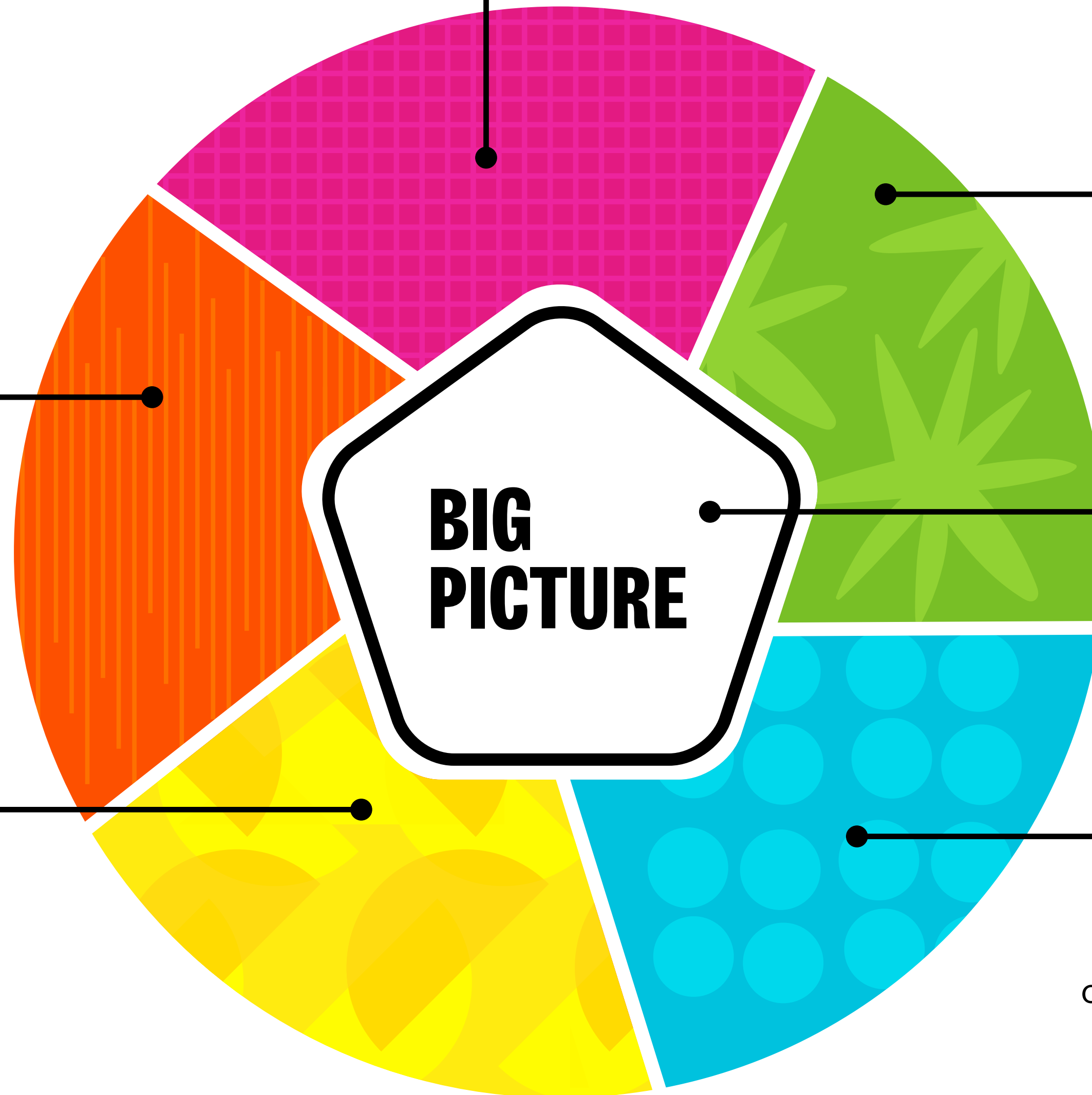**MAKE THINGS HAPPEN**

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

WHEN LEADING PEOPLE
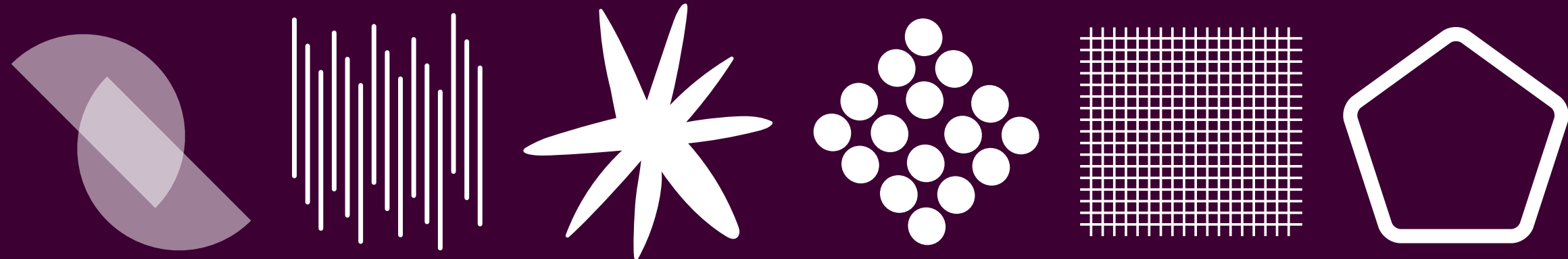
RESPECT

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

INNOVATION

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

COLLABORATION

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

OPEN COMMUNICATION
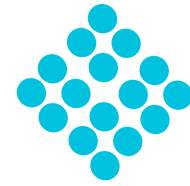
WHEN LEADING PEOPLE

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

MAKE THINGS HAPPEN
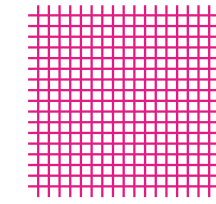
WHEN LEADING PEOPLE

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

BIG PICTURE

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

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**.