

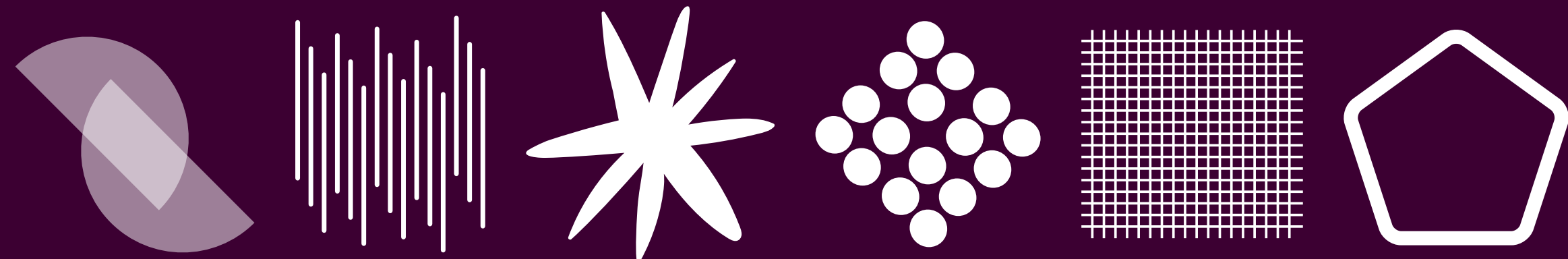
UNIVERSITY
of York

COMMUNITY WITHOUT LIMITS FRAMEWORK

When leading the organisation



THE COMMUNITY WITHOUT LIMITS FRAMEWORK IS MADE UP OF SIX THEMES



MAKE THINGS HAPPEN

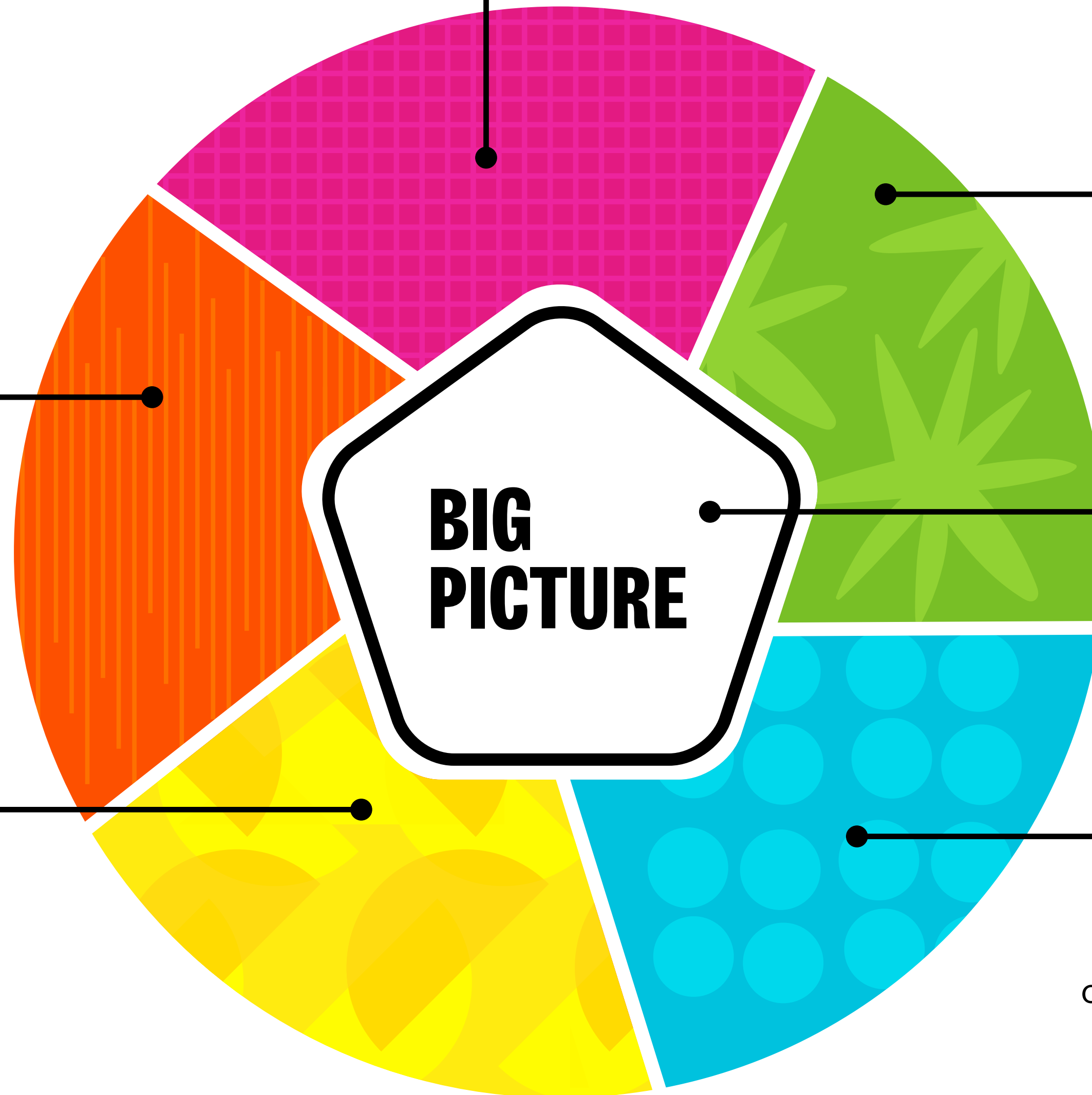
We meet challenges. We are positive, organised and empowering, driving work forward.

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.

RESPECT

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



COLLABORATION

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

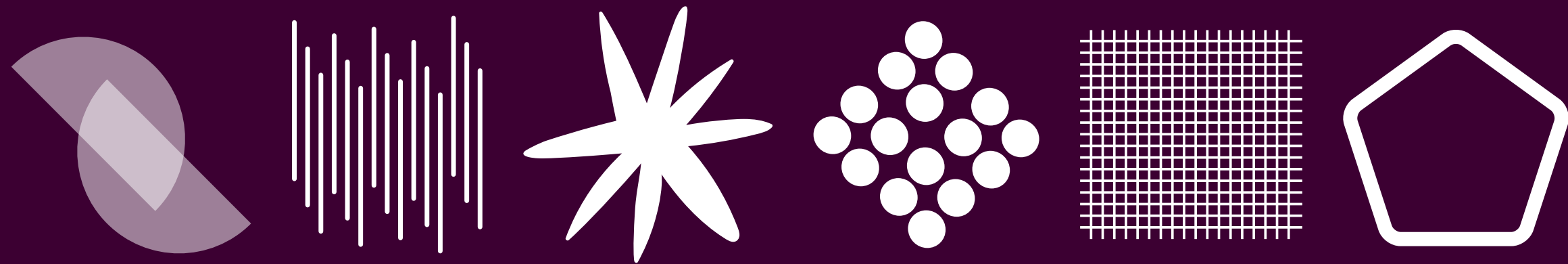
BIG PICTURE

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

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.

WHEN LEADING THE ORGANISATION



RESPECT

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

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

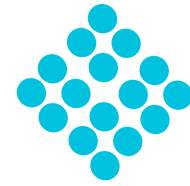
WHEN LEADING THE ORGANISATION

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



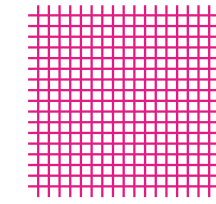
WHEN LEADING THE ORGANISATION

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



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



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**.

