

Leadership Attributes at the University of Bristol



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All members of staff have a role to play in helping the University succeed, and good leadership is vital at every level of the organisation.

But what does good leadership mean in a place like this? We can't assume it's the same as in, say, a business or government environment. To find out, a survey has been conducted and much discussion held.

What has emerged is a leadership model designed specifically for the University. It should serve as a useful tool for the leaders of research teams, for managers and for many others. It is a starting point that will be reviewed in the light of people's experience.

“Many colleagues have taken part in this effort to define the characteristics of good leadership at the University of Bristol. Over time, and in tandem with other initiatives, it should help individuals, departments, faculties and the University as a whole achieve their goals.”

VICE-CHANCELLOR, PROFESSOR ERIC THOMAS

BEHAVIOUR

Vision:

Guides the team to a clearly defined vision of the future

INDICATOR

- ↑ Sees the big picture clearly and understands the important factors on which to focus attention to ensure purpose, direction and achievement
- ↑ Inspires people with the vision of the future and creates a sense of common purpose to enthuse the team
- ↑ Thinks strategically and can initiate, organise and implement strategic plans

NEGATIVE INDICATOR

- ↓ Only able to deal with detailed matters
- ↓ Micromanaging
- ↓ Ineffective planning

BEHAVIOUR

Decision-making: Makes and implements good quality and timely decisions

INDICATOR

- ↑ Consults and discusses widely before decision-making, beyond the narrow bounds of cliques
- ↑ Considers the opinions gathered but is confident in making own decisions
- ↑ Assesses the alternatives in a realistic manner and is aware of the consequences/impact of decisions
- ↑ Shows integrity, fairness and consistency in decision-making, in addition to reasoning and logical thinking
- ↑ Is decisive and able to balance competing needs, but understands that it is not possible to please everybody all the time and can live with that
- ↑ Does the right thing and demonstrates sound judgement

NEGATIVE INDICATOR

- ↓ Shirks from unpopular or difficult decisions
- ↓ Retrenches under pressure

BEHAVIOUR

Communications:
Ensures good 360° communications, is clearly understood when speaking/writing and listens perceptively

INDICATOR

- ↑ Develops and maintains relationships with colleagues based on trust and respect
- ↑ Is able to develop and use a mix of styles to communicate well in a range of situations with a variety of people
- ↑ Can communicate clearly and succinctly and in a manner that promotes trust and goodwill
- ↑ Encourages openness and information-sharing
- ↑ Passes information on to the appropriate people in a timely fashion with the appropriate detail in order that others can take prompt and suitable action
- ↑ Puts over ideas well and convinces others of the validity of the ideas as a means of consensus-building
- ↑ Listens to the views and requirements of others, not just members of own clique
- ↑ Has the ability to encourage and motivate, with a genuine awareness of what motivates others and how to build commitment to the team
- ↑ Has well-honed persuading and influencing skills
- ↑ Communicates upwards as a strong advocate for the team but without alienating the hierarchy

NEGATIVE INDICATOR

- ↓ Shouting
- ↓ Temper tantrums
- ↓ Aggression

BEHAVIOUR

Action:

Personally responsible for making things happen

INDICATOR

- ↑ Creates effective management structures to deliver the vision and develops a culture that encourages the team to help achieve the vision
- ↑ Puts the vision into action by being dynamic, energetic and getting things done
- ↑ Leads by example and responds positively to setbacks
- ↑ Delegates well and develops mature methodologies for checking and controlling the flow and quality of work, while leaving scope for creativity and personal style
- ↑ Uses legitimate tactics in managing people, and treats colleagues equally
- ↑ Has the ability to work with all colleagues
- ↑ Fosters the team to achieve the objectives and, to value and support each other
- ↑ Manages others and their performance with honesty and integrity
- ↑ Helps to develop people's potential and career
- ↑ Manages self by managing time effectively, organising self and displaying composure under pressure

NEGATIVE INDICATOR

- ↓ Bullying and harassment
- ↓ Favouritism
- ↓ Remoteness



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Documents that are relevant to the University of Bristol's Leadership Attributes

UNIVERSITY VISION

www.bristol.ac.uk/university/plan/vision.html

PEOPLE STRATEGY

www.bristol.ac.uk/personnel/safe/peoplestrategy.pdf

EDUCATION STRATEGY

www.bristol.ac.uk/tsu/groups/educ_strategy.doc

RESEARCH STRATEGY

www.bristol.ac.uk/research/policy/strategy

EQUALITY AND DIVERSITY

www.bristol.ac.uk/equalityanddiversity/policy.html

HEALTH AND SAFETY

www.bristol.ac.uk/safety/news/2007/20071107.html



**ANY COMMENTS OR FEEDBACK
PLEASE CONTACT**

Anne Miller

Leadership and Management
Development Manager

Tel: 0117 92 87800

Email: Anne.Miller@bristol.ac.uk