PROFESSIONAL BEHAVIOURS

This document should be used as a guide to assist in the implementation of the University's Acceptable Behaviour Policy in terms of helping identify what constitutes both acceptable and unacceptable behaviours in the workplace

Managing self and personal skills

University of BRISTOL

Professional Behaviours
- Achieving results
- Managing self and personal skills
- Delivering excellent service
- Finding innovative solutions
- Embracing change
- Using resources
- Providing direction
- Developing self and others
- Working with people

Self

- Managing workload and making effective use of time
- Being well prepared for meetings and presentations
- Demonstrating an awareness of own values, motivations & emotions
- Keeping up to date with what is happening in profesional area
- Having an enthusiastic and positive 'can-do' approach
- Maintaining a healthy life balance
- Speaking and writing by using clear succint language
- Showing consistency between words and actions
- Being self motivated
- Accepting and demonstrating personal responsibility for health and safety, data protection and other compliance areas

Staff Development

Others

- Giving and receiving constructive feedback as part of normal day-to-day work activity
- Developing and maintaining personal networks of contacts
- Ensuring own behaviour, words and actions support a commitment to equality of opportunity and diversity
- Chairing meetings effectively, ensuring everyone has an opportunity to contribute
- Getting the best from others through effective communication
- Managing own response when faced with challenging situations.

Organisation

- Taking an active interest in what is happening more widely in the organisation
- Keeping up to date with what is happening in wider HE environment

Examples of behaviour that may indicate need for further development in **managing self and personal skills...**

- **Talking or writing at inappropriate length**
- **Focusing almost exclusively on own job or own department**
- **Being consistently late for meetings**
- **Missing deadlines**
- **Reacting defensively to constructive criticism**

Delivering excellent service

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Self

- Resolving problems quickly in a cheerful, friendly manner
- Ensuring systems and processes are kept up to date
- Delivering what you promise
- Setting appropriate boundaries and managing expectations
- Being clear about where you can be flexible and where you cannot and why
- Being up to date with best client service practice in the sector
- Engaging positively with quality assessment processes

Others

- Seeing things from your clients' viewpoint
- Listening, questioning and clarifying in order to understand your clients' needs
- Using client feedback to drive improvements
- Tailoring communication to meet clients' needs
- Fostering a continuous improvement philosophy
- Delivering consistent service standards

Organisation

- Defining excellent service
- Interpreting rules and regulations flexibly to balance client and organisational needs
- Consistently giving positive messages about the organisation

Examples of behaviour that may indicate need for further development in **delivering excellent service...**

- **Using too much organisational jargon**
- **Adopting a 'one size fits all' approach**
- **Hiding behind rules and regulations**
- **Providing anonymous service by withholding name or contact details**

Staff Development

Finding innovative solutions

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Self

- Taking time to understand and diagnose problems by considering the whole picture
- Recognising the need to go for the less-than-perfect solution at times in order to achieve objectives
- Spotting an opportunity and taking action to do something about it
- Identifying novel ways of resolving issues using own initiative
- Suggesting and trying out new approaches
- Identifying risks and considering consequences of failure in advance
- Balancing new ideas with tried and tested solutions
- Working proactively and taking initiatives
- Making decisions and taking responsibility for them

Staff Development

Others

- Supporting others to find their own solutions rather than giving all the answers
- Fostering a culture which encourages people to take acceptable risks in pursuing innovation
- Coaching and guiding others in developing and implementing innovative solutions
- Sharing learning and experience to facilitate others' decision making
- Seeking input from others to develop team solutions
- Championing business cases and plans for ideas submitted by members of the team
- Encouraging and developing the creativity of others and recruiting and selecting creative people
- Giving people the space and freedom to be creative

Organisation

- Being open to and applying good practice and fresh ideas from inside and outside the organisation
- Exercising judgement in line with organisational strategy and priorities
- Actively seeking new ideas and approaches from outside the organisation
- Identifying and pursuing opportunities to work in partnership with external organisations to generate and develop ideas

Examples of behaviour that may indicate need for further development in **finding innovative solutions...**

- **Abdicating responsibility for resolving issues**
- **Doing things the way they have always been done without reviewing them**
- **Going for the 'easy' solution**
- **Overlooking the potential repercussions of setting precedents**
- **Putting obstacles in the way of innovation**

Embracing change

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Self

- Accepting that change is an integral part of life
- Displaying open mindedness to new ideas and proposals
- Demonstrating a willingness to do things differently
- Making suggestions for improvement
- Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice
- Viewing change situations as opportunities for improving and developing work
- Remaining positive about moving forward despite being realistic about the difficulty of change
- Demonstrating that 'the way things are done here' does not restrict you
- Challenging the status quo in a constructive way

Others

- Seeking a diversity of perceptions
- Encouraging others to initiate and embrace change
- Encouraging experimentation and new ways of working
- Providing ongoing support and encouragement to others who are developing and testing ideas
- Articulating the purpose of change and the context within which change is happening
- Adapting approach to respond to changes outside of the organisation
- Communicating change in a positive manner through influencing and persuasion

Organisation

- Creating a climate that encourages innovation and receptivity to change
- Leading by example in supporting the organisation to break with traditional methods
- Communicating upwards to influence policy formulation
- Embracing new technologies, techniques and working methods
- Scanning the wider environment to seek opportunities to develop the organisation
- Modifying departmental/ organisational strategy to adapt to changes in the wider environment

Staff Development

Examples of behaviour that may indicate need for further development in **embracing change...**

- Unable to move beyond negative reaction to uncertainty
- Complaining instead of doing something about it
- Consistently blocking change and failing to build on others' ideas for change
- Generating numerous ideas but not following any of them through

Using resources

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Self

- Using resources in ways that are efficient and minimise any adverse impact on the environment
- Using informal systems and channels of communication to inform and support objectives
- Influencing outcomes when bidding or negotiating for resources
- Aggregating, utilising and interpreting management information
- Considering cost benefit analysis implications of decisions
- Making use of information and resources gained through personal networks
- Recognising that time is cost and adjusting behaviour accordingly

Others

- Liaising with external bodies, suppliers and other HE bodies
- Identifying the information and knowledge people need and why they need it
- Drawing on others' knowledge, skills and experience
- Liaising outside of immediate work area to maximise use of resources within the organisation
- Deploying human resources efficiently, at the right levels and in appropriate ways
- Delegating appropriately
- Considering costs as part of the equation when planning a development

Organisation

- Sharing good practice with other parts of the organisation
- Being mindful of responsibility to organisation and funders in using resources
- Developing cross-service collaboration and being willing to share resources
- Identifying ways in which resources can be used flexibly and imaginatively for the benefit of the whole organisation

Examples of behaviour that may indicate need for further development in **using resources...**

- **Always going for the highest quality solution regardless of cost implications**
- **Re-inventing the wheel**
- **Assuming staff time is free**
- **Being inappropriately protective of budget/time/ space**
- **Spending budget inappropriately just to 'use it up'**

Staff Development

Providing direction

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Self

- Creating and articulating a vision for own area of responsibility
- Standing by considered decisions even if they prove unpopular
- Understanding the bigger picture and being clear about how own role fits in

Others

- Making links between individual, team, department and organisational objectives clear for others
- Giving team members support and advice when they need it, especially during periods of setback and change
- Empowering others to take personal responsibility
- Providing clarity about responsibilities and accountabilities
- Creating momentum and enthusiasm about what needs to be done

Organisation

- Ensuring plans are consistent with the objectives of the organisation
- Not losing sight of the vision in dealing with day-to-day pressures
- Breaking down 'silo' thinking and encouraging an organisation-wide perspective

Examples of behaviour that may indicate need for further development in **providing direction...**

- **Getting bogged down in detail – unable to see the wood for the trees**
- **Being too internally focused**
- **Focusing on the short-term view**
- **Being dictatorial or controlling**

Staff Development

Developing self and others

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Professional Behaviours

Self

- Using all situations as potential learning opportunities
- Being a role model by devoting time to own development
- Engaging in formal and informal learning and development activities
- Updating professional/ specialist skills
- Engaging positively with appraisal processes
- Seeking, accepting and acting upon feedback, and learning from it

Staff Development

Others

- Giving praise for work well done
- Making time to think about the development of colleagues
- Providing constructive feedback to colleagues at all levels
- Ensuring equal access to development opportunities for all
- Using delegation as an opportunity to develop others
- Empowering others by locating decision making at the lowest possible appropriate level
- Providing creative work opportunities to stretch and develop colleagues
- Encouraging others to learn from mistakes without blame
- Encouraging colleagues to take calculated risks
- Coaching and mentoring others

Organisation

- Supporting succession planning by identifying and developing colleagues with high potential
- Supporting others to undertake alternative duties, short-term secondments etc
- Encouraging others to contribute to institutional-level activity
- Identifying the changing needs of the organisation and incorporating these into own and others' development plans

Examples of behaviour that may indicate need for further development in developing self and others...

- **Blocking the progress of high potential colleagues**
- **Believing that 'development' equals 'training' and not engaging with informal development methods**
- **Being intolerant of mistakes and apportioning blame**
- **Focusing on others' weaknesses rather than their strengths**

Working with people

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Self

- Demonstrating that you value differences
- Monitoring and reviewing the effectiveness of working relationships
- Having a good grasp of where your responsibility ends and that of others begins
- Presenting own opinions and the interests of those you are representing at meetings in a convincing way
- Establishing rapport

Staff Development

Others

- Co-operating willingly to support the achievement of team goals
- Using understanding of other people's perspectives to help reach agreement
- Sharing information and keeping others informed
- Recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders
- Proposing and negotiating win-win solutions
- Giving constructive feedback
- Surfacing conflicts early so that they may be addressed
- Ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working

Organisation

- Working across boundaries to develop relationships with other teams
- Challenging inappropriate or exclusive practices/ behaviour
- Reflecting organisational values in dealing with people and conducting business

Examples of behaviour that may indicate need for further development in **working with people...**

- **Interrupting when others are speaking**
- **'Guarding' information**
- **Discouraging debate**
- **Giving priority to own personal goals**
- **Presenting other people's ideas as your own**

Achieving results

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Self

- Taking personal responsibility for getting things done
- Maintaining a high standard of work even when under pressure
- Incorporating flexibility into plans and adjusting them in light of developments
- Keeping track of a number of projects running simultaneously
- Distinguishing between important and urgent tasks and prioritising effectively, even from apparently equal demands
- Meeting deadlines
- Being knowledgeable about key players who will influence the work you do

Others

- Taking time to celebrate successes
- Winning support of key colleagues and other stakeholders
- Sharing the credit with others
- Being effective in gaining buy-in without having any direct authority
- Monitoring progress and providing regular updates
- Recognising others' contribution to the achievement of objectives

Organisation

- Saying 'no' to activities that are less important or do not fit with organisational priorities
- Evaluating the success of projects and disseminating lessons that can be learned

Examples of behaviour that may indicate need for further development in **achieving results...**

- **Believing that talking about things is the same as action**
- **Being disorganised**
- **Failing to see things through**
- **Over-committing and not delivering**

Staff Development