

Leadership Attributes at the University of Bristol

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.



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.

Demonstrates sound judgement.

Negative Indicator

Uses excessive consultation or discussion as an excuse for not making decisions or taking action.

Shirks from unpopular or difficult decisions.

Doesn't listen to others or retrenches under pressure.



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 details 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 the ability to recognise when an individual is lacking in ability or willingness to perform and responds appropriately.

Has well-honed persuading and influencing skills.

Communicates upwards as a strong advocate for the team but without alienating the hierarchy.

Has the ability to listen critically and recognise when individuals' views are ill-informed or loaded with vested interest.

Negative Indicator

Aggression, Withholding information, Others find it hard to understand the message.



Action:

Takes personal responsibility for making things happen

Indicator

Creates effective management structures to deliver the vision and develops a culture that encourages the team to work towards 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.



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

UNIVERSITY VISION

www.bristol.ac.uk/university/governance/policies/vision/mission.html

OUR STUDENTS AND STAFF

www.bristol.ac.uk/university/governance/policies/vision/students-staff.html

EDUCATION STRATEGY

www.bristol.ac.uk/esu/facultyadvice/policy/educationstrategy/

RESEARCH STRATEGY

www.bristol.ac.uk/research/vision.html

www.bristol.ac.uk/university/governance/policies/vision/research.html

EQUALITY AND DIVERSITY

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

HEALTH AND SAFETY

www.bristol.ac.uk/safety/policies/

Any comments or feedback please go to the Leadership and Management webpages:

www.bristol.ac.uk/staffdevelopment/lmd/