LEADERSHIP
BEHAVIOURAL FRAMEWORK
ALWAYS INSPIRING PEOPLE
## Inspiring

**A leader who inspires people:**
- communicates, especially listens
- motivates
- encourages
- empowers
- is enthusiastic and positive
- seeks and is open to new ideas

**indicative behaviours**
- Encourages an open dialogue by taking the time to listen and respond
- Demonstrates an understanding of what motivates and matters to people through regular conversations and actions
- Builds a culture of trust and commitment
- Encourages and enables colleagues to be creative and take considered and balanced risks
- Demonstrates positivity and enthusiasm in achieving the strategic aims of the University
- Recognises and rewards the contribution of others
- Inspires and encourages contributions from colleagues by demonstrating an open mind and a willingness to consider new ideas

## Influential

**A leader who engages with others:**
- is respectful
- engenders trust and respect amongst team members
- is emotionally intelligent
- influences
- collaborates
- develops staff

**indicative behaviours**
- Builds mutually constructive and respectful relationships internally and externally
- Creates and maintains an environment where team members treat each other fairly and with respect
- Demonstrates flexibility, openness and inclusiveness
- Encourages constructive debate
- Appreciates that others may view people and their environment differently and is able to adapt their own approach to achieve a positive outcome
- Takes a collaborative and consultative approach when working with individuals and teams
- Seeks input from others in the decision-making process
- Builds and maintains a broad range of networks that are mutually beneficial to the achievement of tasks/objectives
- Provides opportunities for development to address capability gaps and/or to foster talent and potential
### Credible

**A leader with personal credibility:**
- leads by example
- is transparent and honest
- demonstrates integrity
- is visible and approachable
- commits to decisions
- is accountable
- Reflects expectations of others in own behaviour
- Maintains a highly esteemed academic profile and reputation (academic leaders)
- Prioritises the University’s strategic/wider interests when narrower and less impactful courses of action are available (cabinet responsibility)
- Acts in a transparent and honest manner at all times
- Demonstrates integrity in their personal conduct at all times
- Is visible and approachable to colleagues
- Commits to decisions, including collective decisions, follows through and accepts personal accountability for actions
- Is open to and invites constructive criticism and is willing to admit mistakes

### Resolute

**A leader with courage to overcome challenge:**
- is flexible
- is resilient
- finds innovative solutions
- commits to performance excellence
- finds an effective balance between consultation and conclusion
- addresses difficult behaviour
- Anticipates and adapts to the challenges of a constantly changing environment
- Remains resilient in the face of competing demands
- Seeks new ways of solving existing and emerging problems and challenges
- Explores complex issues through multiple perspectives, such as consulting others, then makes a decision in a timely and appropriate manner
- Tackles mediocrity in people and systems, even when it is difficult to do so
- Challenges unproductive behaviour, such as bullying, at all levels

### Connected

**A leader who connects with global and local communities:**
- understands the sector
- plans and delivers strategically in line with University of Glasgow objectives
- designs strategy to address future changes
- advances working and communication across the University
- Clearly articulates a compelling strategic vision for their area of responsibility and works with others to bring it to life
- Aligns activities with University’s strategic ambitions through a close understanding of the internal and external operating environments
- Guides future direction by engaging with internal and external stakeholders in order to discern emerging trends
- Works with others to build a common vision in which they can achieve their own aspirations
- Actively seeks broad knowledge, co-operation and consensus across different areas of the University
What is the Leadership Behavioural Framework?

The Leadership Behavioural Framework describes the behaviours that constitute effective leadership in the University of Glasgow and are key to the University achieving the strategic ambitions in our new Strategic Plan Inspiring People, Changing the World.

It reflects the beliefs about effective leadership at Glasgow across the University, at different levels of leadership, which were gathered through a wide ranging consultation with staff members.

There are five sections to the framework each describing a leadership characteristic with examples of indicative behaviours.

How will the Framework be used?

The Framework will be used to support the following areas:
- recruitment and selection
- learning & development
- talent management

Recruitment & selection

The Framework’s indicative behaviours can be adapted for assessment through the recruitment process (e.g. interview questions).

Learning & development

The Framework will form the foundation for content of the University’s comprehensive suite of leadership programmes at strategic, emerging and aspiring levels.

Talent development

A 360 degree diagnostic tool which reflects the indicative behaviours will be available to help individuals self assess their leadership strengths and areas for development.

More information, tools, and resources can be found at www.gla.ac.uk/services/humanresources/employeeandorganisationaldevelopment

www.glasgow.ac.uk

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The University of Glasgow, charity number SC004401