LEADING BY EXAMPLE

The UCL person leads by example and displays a high-level of personal integrity. Involving team members in decisions and facing-up to unpopular choices,

WORKING COLLABORATIVELY		
The UCL person works collaboratively with colleagues and forms effective partnerships with internal and external stakeholders. Promoting cross-disciplinary working as a means of achieving shared goals, they take account of areas of common interest and difference and work with individuals and groups to help advance UCL's strategic objectives.		
Effective behaviour at each level		
Self	Team	Institution
Seek opportunities to work collaboratively with others. Develop internal relationships to help deliver team objectives. Actively involve and engage with others to help achieve team goals. Be accessible to immediate colleagues and wider team members Seek mutually satisfying outcomes for everyone involved. Deal positively with others' negative attitudes and behaviours.	Take a joined-up approach to planning and working across boundaries. Work collaboratively across disciplinary boundaries to achieve shared goals. Involve colleagues and partners in creating and developing effective solutions. Take account of issues common to each partner and acknowledge where differences exist. Develop internal networks capable of furthering the Departmental strategic objectives. Promote the value of working with others to a common agenda and purpose.	Champion collaborative and partnership working across the Department and UCL. Generate cross-disciplinary and strategic partnerships capable of advancing Departmental and UCL strategic objectives. Involve all appropriate stakeholders when evaluating information and making decisions on matters of strategic importance to UCL. Develop external networks capable of furthering the Departmental strategic objectives. Protect UCL's interests by evaluating and monitoring collaborative and partnership arrangements and by taking action as required.
Ineffective Behaviours		
Act in a secretive manner. Avoid sharing information with other stakeholders. Do not build relationships across boundaries.	Work in isolation.	

DELIVERING SUCCESSFUL OUTCOMES		
The UCL person delivers outcomes in support of UCL's strategy and goals. They identify the links between the wider strategy and their team's objectives, communicate this, create the conditions for team performance, involve others, review progress and take action as appropriate.		
Effective behaviour at each level		
Self	Team	Institution
Accept responsibility for own performance and express a commitment to doing so. Set and agree personal SMART objectives in conjunction with your line manager. Deliver outcomes on time and to the required standard. Anticipate barriers to delivering outcomes and take action to remove them. Monitor progress of own objectives and act as necessary.	Accept responsibility for team performance. Set individual and team objectives supportive of the Department's strategic objectives. Create systems and processes to manage delivery of the required outcomes on time, within budget and to the required standard. Identify barriers to team success and take action to highlight or resolve these. Delegate tasks, as appropriate. Maintain relationships with key stakeholders, involving them as required.	Accept responsibility for delivering Departmental and institutional objectives. Create and implement strategies, policies and plans capable of delivering Departmental and UCL strategic objectives. Champion a project and/or programme management approach to delivery. Identify and seek to remove barriers to local and organisational success. Monitor the progress of Departmental and institutional plans and take action as required. Inform key stakeholders of progress against plan.

Ineffective Behaviours

Fail to plan/set effective objectives.   Miss deadlines.

Focus self and team on non-core/secondary activities.   Do not address poor performance from reports or peers.

CONTINUOUS PERSONAL AND TEAM DEVELOPMENT		
The UCL person ensures that all staff possess the knowledge and skills required to carry out their roles to the required standard. They show an interest in their own learning and development and in that of their team members and ensure that all have development plans tailored to their needs. They also champion a culture of continuous learning and improvement and ensure that the lessons learnt are applied at work.		
Effective behaviour at each level		
Self	Team	Institution
Undertake continuous personal and professional development. Work with line manager to identify personal development needs. Seek out learning opportunities. Reflect on and learn from experience. Apply new approaches and ways of working where appropriate. Participate in team development activities.	Ensure that all team members have the knowledge and skills to perform their role to the required level. Ensure that all team members have Personal Development Plans and access to appropriate learning and development activities. Foster a culture of creativity, innovation, continuous improvement and development. Coach and support team members to deliver their responsibilities. Undertake team development activities, as required. Promote the application of individual and organisational learning at work.	Champion a culture of local and organisational learning supportive of the Departmental and UCL strategic goals and objectives. Champion a culture of creativity, innovation and continuous improvement across the Department. Create and implement a Departmental learning and development strategy and plan tailored to current and future institutional needs. Ensure that local and organisational learning outcomes are integrated into Departmental policies, processes and systems. Challenge the status quo and foster an environment in which others are open to new ways of working.
Ineffective Behaviours		
Do not develop self or others. Create development plans based on personal interests and not organisational requirements. Do not transfer learning to work.	React defensively to constructive feedback.	Do not participate in development activities.

MANAGING RESOURCES, PERFORMANCE AND RISK		
The UCL person takes an integrated approach to managing resources, performance and risk. Creating a high performance culture, supported by an effective approach to performance management and risk, they use resources optimally to place UCL in the best position to achieve its strategic objectives.		
Effective behaviour at each level		
Self	Team	Institution
Effectively and efficiently use resources. Comply with UCL policies and processes and with all relevant regulatory and statutory requirements, e.g. Health and Safety. Participate in UCL's appraisal process. Address own performance issues. Identify risks to own delivery, take corrective action and involve more senior management as required.	Promote and develop a high performance culture in own area of responsibility. Ensure team has resources to deliver tasks on time, within budget and to the required quality. Implement and monitor team and individual performance, appraisal and development measures. Ensure the management of risk in-line with UCL policy. Keep senior management informed of identified risks to the achievement of local and/or Departmental plans.	Champion and implement a high performance and risk management culture across the Department and UCL. Acquire and effectively manage budgets and other resources in line with UCL policy. Constantly seek ways to enhance Departmental and Institutional performance. Develop and manage supplier relationships in support of the Department and UCL's strategic objectives. Develop, implement and evaluate effective Departmental and institutional performance, risk management and safety policies and procedures.
Ineffective Behaviours		
Take uncalculated risks. Fail to notify others of risks. Generate an unauthorised budget deficit.		

ANALYSIS AND PROBLEM SOLVING
The UCL person demonstrates strengths in analytical thinking and problem solving skills. They understand the strengths of different types of data and are able to solve problems relating to their role in order to deliver UCL's organisational strategy.

Effective behaviour at each level		
Self	Team	Institution

Self	Team	Institution
Ensure that all appropriate information is recorded and documented as appropriate.	Ensure that all problems are diagnosed and logged, updating documents and processes as appropriate.	
Attend to necessary detail when handling information and solving problems.	**Determine the approach to assessing and analysing** data at a local/team level.	
Apply analytical methods and tools as required.	Analyse and interpret different information sources to deliver individual and team outcomes.	
Deal with problems following a standard process.	Analyse team effectiveness and recommend improvements to work practices.	
Draw on previous experience and/or agreed procedures and policies to solve problems.	Make decisions with implications for(wi)-5.9(mp)-3.9(l)-5.9(i)-5.9(c)14.3(a)1.0(t)-5.e a.	
Recommend improvements to and develop new approaches to delivering your objectives.		
Recognise when to escalate issues to a more senior or experienced member of staff.		

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ORGANISATIONAL CITIZENSHIP		
The UCL person promotes UCL's interests in all internal and external encounters. They actively seek to further the UCL agenda and encourage others to do so, mindful always to do so in an inclusive manner and in keeping with the university's commitment to internal and external community engagement.		
Effective behaviour at each level		
Self	Team	Institution
Alway seeks the best outcome for the Department and for UCL.	Promote the Division and UCL's interests both internally and externally.	
Display UCL's values and behaviours in dealings with staff and students.	Encourage team members to ado9(h)6.3(e)2(i)-5.9(n)6.3(d)-3.6(i)-5.9(vmo)-6.u.3(e)-350(e)-3.9(t)-5.9(w)4.6(o)-6.3	
Demonstrate a commitment to environmental sustainability and to equality and diversity.		
Promote an inclusive environment in which individuals are respected and unacceptable behaviours challenged.		
Support line manager engage with individuals and communities within the wider UCL network.		