

Being well prepared for meetings and presentations

Managing Self and Personal Skills

AUA
Creating Conversations

SELF

Demonstrating an awareness of own values, motivations and emotions

Managing Self and Personal Skills

AUA
Creating Conversations

SELF

Keeping up to date with what is happening in professional area

Managing Self and Personal Skills

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SELF

Having an enthusiastic and positive 'can-do' approach

Managing Self and Personal Skills

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SELF

Maintaining a healthy life balance

Managing Self and Personal Skills

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SELF

Speaking and writing by using clear succinct language

Managing Self and Personal Skills

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SELF

Showing consistency between words and actions

Managing Self and Personal Skills

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SELF

Being self-motivated

Managing Self and Personal Skills

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SELF

Accepting and demonstrating personal responsibility for health and safety, data protection and other compliance areas

Managing Self and Personal Skills

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SELF

Giving and receiving constructive feedback as part of normal day-to-day work activity

Managing Self and Personal Skills

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Creating Conversations

OTHERS

Developing and maintaining personal networks of contacts

Managing Self and Personal Skills

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OTHERS

Ensuring own behaviour, words and actions support a commitment to equality of opportunity and diversity

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OTHERS

Chairing meetings effectively, ensuring everyone has an opportunity to contribute

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OTHERS

Getting the best from others through effective communication

Managing Self and Personal Skills

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OTHERS

Managing own response when faced with challenging situations

Managing Self and Personal Skills

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OTHERS

Ensuring that own behaviours consistently provide a positive role model

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OTHERS

Applying personal skills appropriately to represent the organisation positively

Managing Self and Personal Skills

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ORGANISATION

Recognising personal accountability to the organisation through your work and interactions

Managing Self and Personal Skills

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ORGANISATION

Resolving problems quickly in a courteous and purposeful manner

Delivering Excellent Service

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Creating Conversations

SELF

Ensuring systems and processes are kept up to date

Delivering Excellent Service

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Creating Conversations

SELF

Delivering what you promise

Delivering Excellent Service

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SELF

Setting appropriate boundaries and managing expectations

Delivering Excellent Service

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SELF

Being clear about where you can be flexible and where you cannot and why

Delivering Excellent Service

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SELF

Being up to date with best client service practice in the sector

Delivering Excellent Service

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SELF

Engaging positively with quality assessment processes

Delivering Excellent Service

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SELF

Seeing things from your clients' viewpoint

Delivering Excellent Service

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OTHERS

Listening, questioning and clarifying in order to understand your clients' needs

Delivering Excellent Service

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OTHERS

Using client feedback to drive improvements

Delivering Excellent Service

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OTHERS

Tailoring communication to meet clients' needs

Delivering Excellent Service

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OTHERS

Fostering a continuous improvement philosophy

Delivering Excellent Service

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Creating Conversations

OTHERS

Delivering consistent service standards

Delivering Excellent Service

AUA
Creating Conversations

OTHERS

Defining excellent service

Delivering Excellent Service

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ORGANISATION

Interpreting rules and regulations flexibly to balance client and organisational needs

Delivering Excellent Service

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ORGANISATION

Consistently giving positive messages about the organisation

Delivering Excellent Service

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ORGANISATION

Taking time to understand and diagnose problems by considering the whole picture

Finding Solutions

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SELF

Not always seeking perfection at the expense of a timely solution

Finding Solutions

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SELF

Spotting an opportunity and taking action to do something about it

Finding Solutions

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SELF

Working proactively and taking initiatives

Finding Solutions

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SELF

Suggesting and trying out new approaches

Finding Solutions

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SELF

Identifying risks and considering consequences of failure in advance

Finding Solutions

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SELF

Balancing new ideas with tried and tested solutions

Making decisions and taking responsibility for them

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

Finding Solutions

Finding Solutions

Finding Solutions

Finding Solutions

Finding Solutions

AUA
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SELF

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Conversations

SELF

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OTHERS

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Conversations

OTHERS

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Conversations

OTHERS

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

Finding Solutions

Finding Solutions

Finding Solutions

Finding Solutions

Finding Solutions

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OTHERS

Being open to and applying good practice and fresh ideas from inside and outside the organisation

Finding Solutions

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Creating Conversations

Exercising judgement in line with organisational strategy and priorities

Finding Solutions

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Creating Conversations

Actively seeking new ideas and approaches from outside the organisation

Finding Solutions

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Creating Conversations

Identifying and pursuing opportunities to work in partnership with external organisations to generate and develop ideas

Finding Solutions

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Creating Conversations

Accepting that change is an integral part of life

Embracing Change

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Creating Conversations

Demonstrating a willingness to do things differently

Embracing Change

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Creating Conversations

Making suggestions for improvement

Embracing Change

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Creating Conversations

Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice

Embracing Change

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Creating Conversations

Viewing change situations as opportunities for improving and developing work

Embracing Change

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Remaining positive about moving forward despite being realistic about the challenges presented by change

Embracing Change

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Demonstrating that 'the way things are done here' does not restrict you

Embracing Change

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Conversations

SELF

Challenging the status quo in a constructive way

Embracing Change

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Conversations

SELF

Seeking a diversity of perceptions

Embracing Change

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Conversations

OTHERS

Encouraging others to initiate and embrace change

Embracing Change

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Conversations

OTHERS

Encouraging experimentation and new ways of working

Embracing Change

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Conversations

OTHERS

Providing ongoing support and encouragement to others who are developing and testing solutions

Embracing Change

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Conversations

OTHERS

Articulating the purpose of change and the context within which change is happening

Embracing Change

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Conversations

OTHERS

Adapting approach to respond to changes outside of the organisation

Embracing Change

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Creating
Conversations

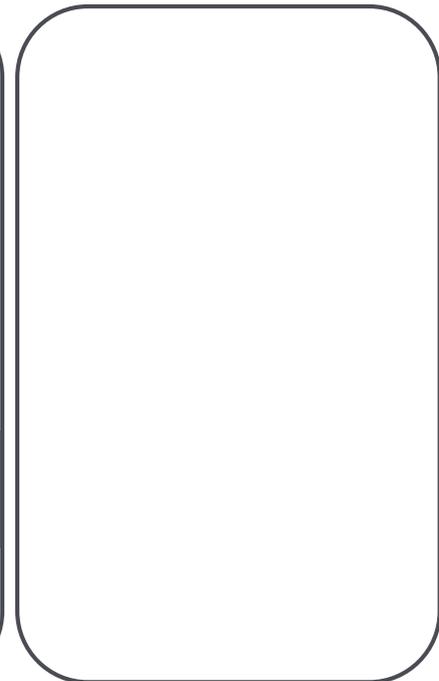
OTHERS

Communicating change in a positive manner through influencing and persuasion

Embracing Change

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Conversations

OTHERS



Recognising, respecting and acknowledging others' responses to change

Embracing Change

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Creating Conversations **OTHERS**

Inspiring and motivating others to engage as a team member in identifying and implementing change

Embracing Change

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Creating Conversations **OTHERS**

Creating a climate that encourages innovation and receptivity to change

Embracing Change

AUA
Creating Conversations **ORGANISATION**

Leading by example in supporting the organisation to break with traditional methods

Embracing Change

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Creating Conversations **ORGANISATION**

Communicating upwards to influence policy formulation

Embracing Change

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Embracing new technologies, techniques and working methods

Embracing Change

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Scanning the wider environment to seek opportunities to develop the organisation

Embracing Change

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Modifying departmental/organisational strategy to adapt to changes in the wider environment

Embracing Change

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Using resources in ways that are efficient and minimise any adverse impact on the environment

Using Resources Effectively

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Creating Conversations **SELF**

Being aware of the financial and commercial aspects of the organisation

Using Resources Effectively

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Creating Conversations **SELF**

Integrating ethical considerations into decision making about use of resources

Using Resources Effectively

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Creating
Conversations

SELF

Using informal systems and channels of communication to inform and support objectives

Using Resources Effectively

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SELF

Influencing outcomes when bidding or negotiating for resources

Using Resources Effectively

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SELF

Aggregating, utilising and interpreting management information

Using Resources Effectively

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SELF

Considering cost benefit analysis implications of decisions

Using Resources Effectively

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SELF

Making use of information and resources gained through personal networks

Using Resources Effectively

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SELF

Recognising that time is cost and adjusting behaviour accordingly

Using Resources Effectively

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Conversations

SELF

Recognising and appreciating the breadth and depth of resources available

Using Resources Effectively

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Conversations

OTHERS

Liaising with external bodies, suppliers and other HE bodies

Using Resources Effectively

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Conversations

OTHERS

Identifying the information and knowledge people need and why they need it

Using Resources Effectively

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Conversations

OTHERS

Drawing on others' knowledge, skills and experience

Using Resources Effectively



OTHERS

Liaising outside of immediate work area to maximise use of resources within the organisation

Using Resources Effectively



OTHERS

Deploying human resources efficiently, at the right levels and in appropriate ways

Using Resources Effectively



OTHERS

Delegating appropriately

Using Resources Effectively



OTHERS

Considering costs as part of the equation when planning a development

Using Resources Effectively



OTHERS

Sharing good practice with other parts of the organisation

Using Resources Effectively



ORGANISATION

Being mindful of responsibility to organisation and funders in using resources effectively and efficiently

Using Resources Effectively



ORGANISATION

Developing cross-service collaboration and being willing to share resources

Using Resources Effectively



ORGANISATION

Identifying ways in which resources can be used flexibly and imaginatively for the benefit of the whole organisation

Using Resources Effectively



ORGANISATION

Making connections and recognising how your work may impact at all levels across the organisation

Engaging with the Wider Context



SELF

Being aware and keeping abreast of sector wide and organisational developments

Engaging with the Wider Context

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SELF

Being clear about how own role fits in

Engaging with the Wider Context

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SELF

Demonstrating organisational values through the ways that you work

Engaging with the Wider Context

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SELF

Creating and articulating a purpose for own area of responsibility

Engaging with the Wider Context

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Conversations

SELF

Taking an active interest in the way the organisation works to inform your professional practice

Engaging with the Wider Context

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Conversations

SELF

Making clear for others the links between individual, team, department and organisational objectives

Engaging with the Wider Context

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OTHERS

Providing clarity about responsibilities and accountabilities of others in relation to the wider context

Engaging with the Wider Context

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Conversations

OTHERS

Creating momentum and enthusiasm about the role of the team within the wider organisation

Engaging with the Wider Context

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OTHERS

Consistently promoting and role modelling the organisational values

Engaging with the Wider Context

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OTHERS

Ensuring plans are consistent with the values and objectives of the organisation

Engaging with the Wider Context

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ORGANISATION

Keeping sight of the vision in dealing with day-to-day pressures

Engaging with the Wider Context

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Encouraging an organisation wide perspective through joined-up thinking and creating a sense of common purpose

Engaging with the Wider Context

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Using all situations as potential learning opportunities

Developing Self and Others

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Creating Conversations

Devoting time to own development

Developing Self and Others

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Making time to reflect upon own performance and learning on an ongoing basis

Developing Self and Others

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Creating Conversations

Consciously applying learning to enhance everyday professional practice

Developing Self and Others

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Setting yourself ambitious and stretching development goals to continuously improve and maintain high performance

Developing Self and Others

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Creating Conversations

Engaging in formal and informal learning and development activities

Developing Self and Others

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Creating Conversations

Engaging positively with appraisal processes

Developing Self and Others

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Creating Conversations

Seeking, accepting and learning from feedback

Developing Self and Others

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Providing constructive feedback to colleagues at all levels

Developing Self and Others



SELF

Giving praise for work well done

Developing Self and Others



OTHERS

Making time to think about the development of colleagues

Developing Self and Others



OTHERS

Encouraging and supporting others to capture their learning and identify how it can be applied to improve individual and team performance

Developing Self and Others



OTHERS

Ensuring equal access to development opportunities for all

Developing Self and Others



OTHERS

Empowering others by locating decision making at the lowest possible appropriate level

Developing Self and Others



OTHERS

Providing creative work opportunities to stretch and develop colleagues

Developing Self and Others



OTHERS

Encouraging others to learn from mistakes without blame

Developing Self and Others



OTHERS

Encouraging colleagues to take calculated risks

Developing Self and Others



OTHERS

Coaching and mentoring others

Developing Self and Others



OTHERS

Supporting succession planning by identifying and developing colleagues with high potential

Developing Self and Others

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Supporting others to undertake alternative duties, short-term secondments etc.

Developing Self and Others

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Encouraging others to contribute to institutional-level activity

Developing Self and Others

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Identifying the changing needs of the organisation and incorporating these into own and others' development plans

Developing Self and Others

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Proactively developing productive working relationships

Working Together

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Creating Conversations

Monitoring and reviewing the effectiveness of working relationships

Working Together

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Creating Conversations

Interacting with others in ways that add value

Working Together

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Creating Conversations

Demonstrating that you value differences in people

Working Together

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Having a good grasp of where your responsibility ends and that of others begins

Working Together

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Presenting own opinions and the interests of those you are representing at meetings in a convincing way

Working Together

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Establishing rapport to improve working relationships

Working Together

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Conversations

SELF

Seeking out opportunities for collaborative working

Working Together

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Conversations

SELF

Co-operating willingly to support the achievement of team goals

Working Together

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Conversations

OTHERS

Using understanding of other people's perspectives to help reach agreement

Working Together

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Conversations

OTHERS

Sharing information and keeping others informed

Working Together

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Conversations

OTHERS

Recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders

Working Together

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Conversations

OTHERS

Using delegation as an opportunity to develop others

Developing Self and Others

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Conversations

OTHERS

Proposing and negotiating win-win solutions

Working Together

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OTHERS

Giving constructive feedback

Working Together

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OTHERS

Enabling and encouraging people to express their views and ask questions

Working Together

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OTHERS

Surfacing conflicts early so that they may be addressed

Working Together

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Conversations

OTHERS

Ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working

Working Together

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OTHERS

Working across boundaries to develop relationships with other teams

Working Together

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Challenging inappropriate or exclusive practices/behaviour

Working Together

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Conversations

Reflecting organisational values in dealing with people and conducting business

Working Together

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Conversations

Building and sustaining collaborative relationships with other organisations

Working Together

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Conversations

Being clear about your role and responsibilities

Achieving Results

AUA **SELF**
Creating
Conversations

Planning and organising workloads to ensure that deadlines are met within resource constraints

Achieving Results

AUA **SELF**
Creating
Conversations

Maintaining a high standard of work even when under pressure

Achieving Results

AUA **SELF**
Creating
Conversations

Being resilient in the face of setbacks

Achieving Results

AUA **SELF**
Creating
Conversations

Incorporating flexibility into plans and adjusting them in light of developments

Achieving Results

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Creating
Conversations

SELF

Keeping track of a number of projects running simultaneously

Achieving Results

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Conversations

SELF

Distinguishing between important and urgent tasks and prioritising effectively

Achieving Results

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Conversations

SELF

Being knowledgeable about key players who will influence the work you do

Achieving Results

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Conversations

SELF

Taking time to celebrate successes

Achieving Results

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Conversations

OTHERS

Winning support of key colleagues and other stakeholders

Achieving Results

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Conversations

OTHERS

Being effective in gaining buy-in without having any direct authority

Achieving Results

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Conversations

OTHERS

Monitoring progress and providing regular updates

Achieving Results

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Conversations

OTHERS

Recognising others' contribution to the achievement of objectives and giving credit to others

Achieving Results

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Conversations

OTHERS

Taking personal responsibility for delivering on commitments made to others

Achieving Results

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Conversations

OTHERS

Ensuring that your actions are aligned with the organisation's strategic objectives

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

Achieving Results

Achieving Results

Achieving Results

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