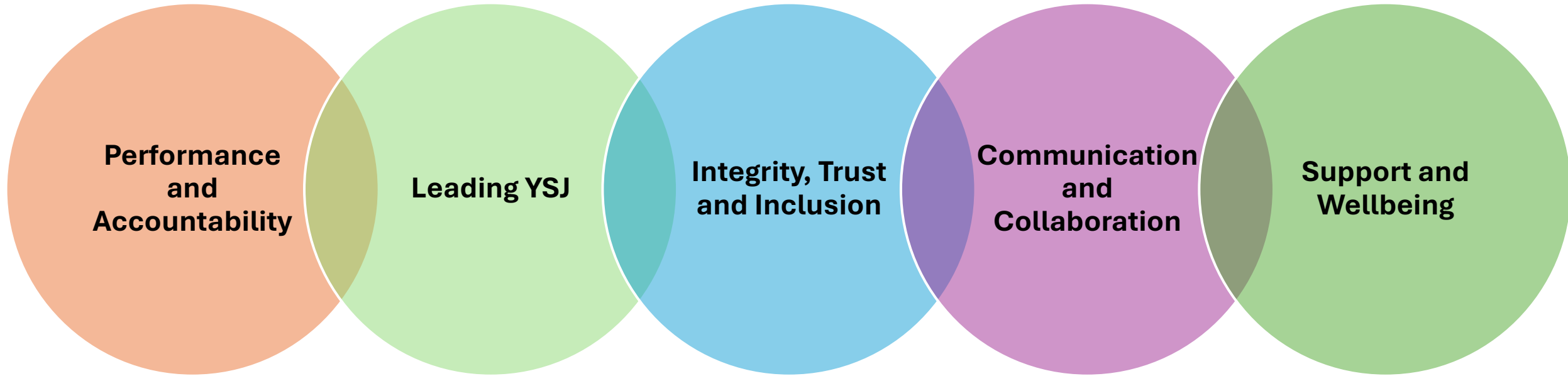


# YSJ Leadership and Management Framework



## **We hold our people, and ourselves, accountable for delivering the University Strategy**

- We take responsibility for delivering what is required for our University Strategy and own how we communicate that to our teams
- We support a high-performance culture, taking responsibility for addressing areas of concern robustly and ethically
- We champion the team, recognising and celebrating achievements and empowering people to shine
- We understand the strengths of the team, giving supportive and constructive feedback to enable development and growth

## **We help the organisation, and our teams, to navigate change, complexity and uncertainty**

- We understand, plan and control resources to drive efficiency, quality and reputation
- We actively role model continuous improvement, looking for opportunities create positive change
- We are digital leaders, promoting a digital-first approach to practices and enabling the development of digital skills within our teams

## **We role model our YSJ values and leadership behaviours**

- We are role models for diversity, equity, inclusion and sustainability
- We are honest in addressing issues and explain the rationale behind decisions
- We demonstrate integrity by doing what we say we will, treating colleagues as professionals and being open about challenges
- We respect the team's expertise and give them autonomy and responsibility to deliver and the opportunity to step outside of their comfort zone

## **We collaborate across our leadership community, supporting each other in achieving our University Strategy**

- We communicate clearly, respectfully and transparently, with room for reflection and feedback
- We actively listen to understand, encouraging open two-way communication and taking action, where we can, from what we've heard
- We make time for the team - prioritising PDRs, regular one to ones and team meetings
- We proactively find out what's happening in the wider University, and encourage the team to engage and contribute to this

## **We show genuine care for our people and foster a positive culture of wellbeing**

- We take personal responsibility for the wellbeing of ourselves and our team
- We encourage a healthy working culture, understanding individual needs and prioritising wellbeing in how we make decisions
- We follow a good practice approach, carrying out wellness action plans and proactively managing sickness absence