

# Everyone

All staff and students

Integrity	Creativity
I believe that I can make a positive difference by what I do as a member of the GCU community	I accept and provide supportive feedback to stimulate positive change
I am open, honest and reliable	I am flexible and open to change
I reflect honestly on my actions and behaviours	I look for positive ways to deal with challenges
I strive to understand, and be inclusive of, the varying backgrounds and perspectives of other people	I look for opportunities to work with, learn from, and share with others
I do my best to promote a sense of community for individuals from all cultures and backgrounds	I am willing to look outside of my own discipline and experience when seeking solutions
I take personal responsibility for my actions and behaviours	I look for ways to innovate and improve the way we do things

Responsibility	Confidence
I look for opportunities to reduce the environmental impact of my activities	I am proud of my work and my contribution to the University and wider community
I take personal responsibility for my work and its completion	I am willing to step outside of my comfort zone to achieve new skills, knowledge and useful experiences
I make the best use of the time and resources available to me	I raise awareness of unacceptable practice or behaviour when I see it
I help others to develop their skills and confidence	I share my knowledge and expertise with others
I take responsibility for my mistakes and use them as an opportunity to learn and develop	I communicate honestly and positively about GCU's mission for the Common Good
I keep up to date with the laws and regulations that directly influence my work	
I am aware of my responsibilities when dealing with confidential or sensitive information	
I treat myself and others with respect, kindness and compassion	

# People Managers

Leading at a Departmental/Unit level

Integrity	Creativity
I share and celebrate my team's contributions to the Common Good	I endeavour to provide a working environment where creativity, imagination and innovation can flourish
I encourage and support team members in their efforts to deliver for the Common Good	I encourage and support the team to regularly create space for reflection and creative thinking in relation to their work
I strive to be a role model for our GCU Behaviours	I encourage team members, where possible, to engage in activities which cross discipline and organisational boundaries
I promote an inclusive and supportive culture in which everyone is treated with dignity and respect	I recognise, celebrate and share good practice and ideas
I encourage and promote a flexible and agile working environment responsive to each individual's circumstances	
I make informed decisions	
I share the rationale behind my decisions	

Responsibility	Confidence
I take responsibility for making difficult decisions when needed, liaising appropriately with my team, and other colleagues in the wider University	I promote and encourage the celebration of my team's achievements
I engender team identity and a sense of belonging	I am willing to test out new ideas to meet the department's and University's goals
I stand up for and support my team and colleagues in challenging situations	I promote an environment in which self-reflection and positive change are seen as standard
I manage performance by recognising success and supporting and encouraging improvement	I encourage and support the promotion of the University's knowledge and expertise
I provide opportunities for team members to raise issues in the knowledge that I will listen and respond to their concerns	I encourage my team to work together to generate solutions to shared problems
I work with colleagues to ensure that student experience and quality standards are being met	I support and encourage team members to reach their full potential
I aim to balance day-to-day service delivery with longer term service improvements	
I pay attention to my own mental and physical wellbeing providing a positive example for my team	
I encourage the development of self-belief and resilience in my team	

# Strategic Leaders

Leaders at University, School and Directorate level

Integrity	Creativity
I ensure that the University's mission informs every strategic decision we take	I embrace the unexpected and am resourceful in finding solutions
I engage with the University's stakeholders in order to co-create solutions	I seek to shape operational practices and direct resources in ways that will facilitate cross-disciplinary activities and thinking
I uphold the highest standards of professional and personal practice	I sponsor and support the development of key innovations within my area
I invite and encourage discussion and the sharing of ideas	I encourage, support and facilitate the sharing of ideas and adoption of good practice between different teams in the University
I am committed to and support a collegial working style	I engage with members of our communities and public, private and other relevant organisations in the development and improvement of our education and research
I take full responsibility for my area	I encourage the development of innovative approaches to the improvement of University services and operations
	I identify and adapt creative solutions from national and international exemplars to advance the University's mission and objectives

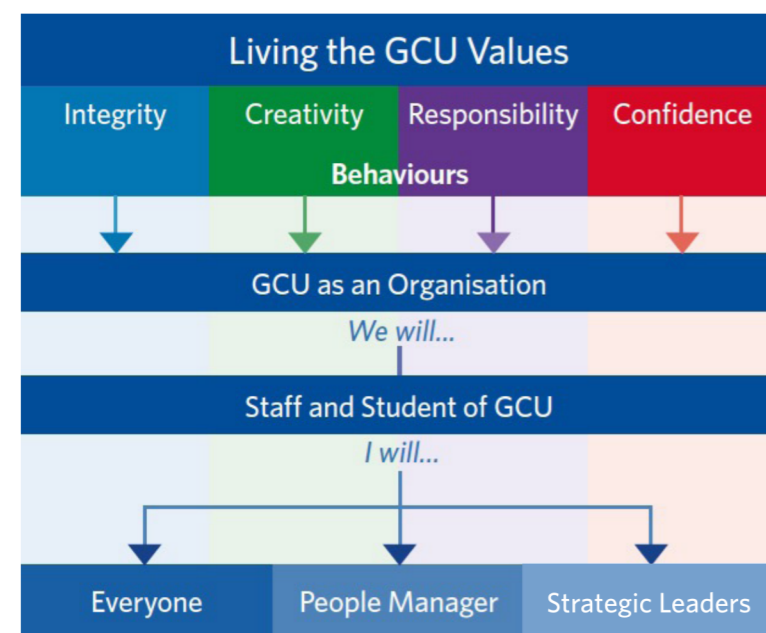
Responsibility	Confidence
I make sure that the University commitment to the Common Good is promoted and fulfilled in the areas I lead	I celebrate the achievement and the success of individuals, teams and the whole organisation
I regularly review our activities to ensure that they are in line with the University's 2030 aims and goals	I speak with pride about the University's mission and its activities in support of it
I work beyond my own portfolio to support others for the benefit of the wider University	I take managed risks and am willing to try innovative strategies and tactics to achieve a desired outcome
I lead and sponsor University wide developments in my area	I build and develop relationships and partnerships with other organisations to further our mission and the future success of our University
I ensure that the University, and the areas for which I am accountable, operate within the agreed resources	I welcome and encourage debate and challenge
I actively manage my own health and resilience, and support healthy working practices and wellbeing (physical and mental) of others	I listen to and support my staff and colleagues and encourage them to talk about their ideas, thoughts and aspirations for the future
I seek decision outcomes and processes that encourage healthy working practices and physical and mental wellbeing	

# Understanding our values and behaviours

The behaviour statements in this document are a way of explaining how we, as individuals, embed the GCU values of **integrity**, **creativity**, **responsibility** and **confidence** into our work and study. They were generated in partnership with staff and students and based around the core values we associate with our **Common Good** mission. These are the benchmark behaviours we'd like to be recognised for, and the ones we will use to evaluate and improve our current practices.

The statements are both realistic and aspirational, describing how we live our values on our best days: some we achieve easily, others may need effort, training, or support before we can regularly attain them.

There are four strands to the statements. The first describes how we, as an organisation live our values and can be found in the separate leaflet **GCU Values and Behaviours**. The other three, presented here, describe how we as individual members of GCU will live our values depending on our role within the University.



**Everyone:** describes the behaviours that we all, staff member or student, aspire to.

**People Manager:** describes the behaviours aspired to by those with people management responsibilities within the University.

**Strategic Leaders:** describes the behaviours aspired to by those with strategic and executive responsibilities.

# Living our values

You can use the GCU values and behaviours to help you, your colleagues, and your team to provide a consistently excellent educational experience for our students, a quality service to our colleagues, offer valuable and innovative research and consultancy to our communities and realise our vision of being recognised as a world-leading University for social innovation.

## You can use the GCU Values and Behaviours for:

**Recruitment:** to select people with the attitude and behaviours needed, as well as the technical competence

**Local induction:** so that people know what behaviours are expected in the daily business of the University right from the start

**Setting team standards:** to focus on specific behaviours within your team as part of on-going service improvement

**Self-assessment and personal development:** to help you monitor your own performance and identify areas in which you need additional training or support

**PDAR:** to make sure there is a balanced focus between objectives and behaviours in the discussions of individual and team based Annual Review

**Change and improvement:** use the values and behaviour statements to help identify current good practice, what best practice would look like and to develop your plan for change.



University for the Common Good

# Our Values and Behaviours

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