

# Embedding Values

## **Appendix 1:**

# **Our Values in Action: Managers' Toolkit**

**If you have any questions, please email them to [opd@qmul.ac.uk](mailto:opd@qmul.ac.uk)**

# Aim of this toolkit

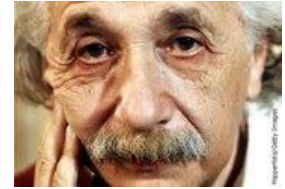


There's a range of different behaviours observed every day at Queen Mary, and we can sometimes take for granted those examples of supportive, inclusive, collaborative behaviour that is core to the way we want to work.

As a manager you have a key role in endorsing those positive behaviours.

This toolkit provides suggestions for how you might use Our Values in action to clarify behavioural expectations and plan for how you might support positive behaviours among your team members. It includes an away day activity.

- Leading your team through discussion helps embed the understanding in a number of ways:
  - It demonstrates your commitment to creating and embedding the culture we aspire to.
  - By clarifying and supporting behavioural expectations, it makes managing a team a more rewarding and productive experience
- It has been developed for teams but can be adapted for individual conversations.



“Setting an example is not the main means of influencing others; it is the only means.”

Albert Einstein

**If you have any examples of people living Our Values in action share with your Faculty Comms Manager, or with [opd@qmul.ac.uk](mailto:opd@qmul.ac.uk)**

# How can you use Our Values in action in your team's work?



- As you allocate work among your team members, you have opportunities to emphasise a focus on Our Values in action.

Discuss the project/task with your team member(s), and prompt them to consider:

- How does this work contribute to Strategy 2030 and our Values?
- Ask your team member: “How will you ensure that you demonstrate Our Values in action during the work on this project?”
- Let them know that you’ll check back with them, support them and reflect on the outcomes with them ...
- .... Plan the time to do that

Feedback highlights to the whole team

# How can you use Our Values in action in your team's work?



- In your 1-to-1 meetings with your team members, you could consciously bring Our Values in action into the conversation.

This is an opportunity to:

- Reflect on any recent feedback (appreciative and/or constructive) they have been given, especially around their behaviours
- Discuss what development would offer the greatest benefit, to build on/address areas highlighted by that feedback
- Use Our Values in action to inform their development plan, discuss the support you can give

Using the language from Our Values in action in your conversation will help embed Our Values into the conscious approaches we adopt in our work every day.

# Preparing for Values Away day activity

- Consider what data might help, for example:
  - Staff survey
  - Customer satisfaction data
  - Any KPIs
  - Future plans
- Would it be helpful to gather feedback for the session, for example a survey from stakeholders?
- What to send out before the session
  - Our Values in action slides 15-19 below
  - Key questions to get them thinking such as:
    - Where have you seen our Values in action demonstrated?
    - Where are our strengths? What could we improve?
      - Particularly focussing on - hearing feedback, taking ownership, blocks to feeling empowered, where we need clarity on decision making.

# Values Away Day Activities

# Values: Team Away Day Activity

## Agenda

- Introduction
- What are Queen Mary's Values?
- Activity 1 - getting to know our Values
- Activity 2 - insight into action
- Commitments and stories

# Queen Mary: Our Values In Action

Inclusive

Proud

Ambitious

Collegial

Ethical

## For all of us, this means:

- Welcoming people, their voices and experience from our entire University and beyond, to add depth, insight, value and diversity of thought to everything we do
- Striving for equity and fairness, and maintaining dignity and respect for all our communities
- Actively considering the range of needs in our community
- Nurturing and celebrating our networks of students, colleagues, and community
- Respecting people's different skills and knowledge, acknowledging their contribution and their demands as well as their successes



## Inclusive

Maintaining our tradition of nurturing and supporting talented students and staff regardless of their background.

# Queen Mary: Our Values In Action

Inclusive

Proud

Ambitious

Collegial

Ethical



## For all of us, this means:

- Highlighting our own and others' successes
- Ensuring we are informed about the University's achievements, and celebrating them widely, recognising that we are stronger together than individually
- Recognising our strengths, communicating and building on them
- Providing appropriate, healthy challenge and support to others
- Holding ourselves individually and collectively accountable for our commitments

# Queen Mary: Our Values In Action

Inclusive

Proud

Ambitious

Collegial

Ethical

## For all of us, this means:

- Aiming for excellence in everything we do
- Seeking out the best available evidence to inform sustainable, timely, robust decisions
- Seeking opportunities for continuous improvement, being ready to challenge the status quo
- Having the confidence to experiment with new and creative approaches
- Understanding that we will sometimes fail, but having the confidence to acknowledge and learn from our mistakes and to support others to do likewise
- Focusing on outcomes rather than processes
- Being clear about our priorities, to sustain successful delivery



### Ambitious

Foster innovation, disrupt convention, respond with imagination to new opportunities.

# Queen Mary: Our Values In Action

Inclusive

Proud

Ambitious

Collegial

Ethical

## For all of us, this means:

- Working collaboratively, building strong partnerships across Queen Mary and beyond, to resolve major challenges
- Seeking to understand academic and professional services challenges so that we can build healthy, productive working relationships
- Being prepared to, and feeling comfortable to, share ideas as well as offering constructive challenge when appropriate
- Listening to and acting on constructive and supportive feedback
- Working with others to resolve issues respectfully, and committing to the decisions and outcomes
- Actively supporting and endorsing each others' work and being committed to each others' success



# Queen Mary: Our Values In Action

Inclusive

Proud

Ambitious

Collegial

Ethical

## For all of us, this means:

- Demonstrating Queen Mary Values through both our work and our behaviours
- Acting with integrity at all times
- Seeking out, implementing and championing good practice
- Understanding our own capacity and capability to deliver
- Accepting personal responsibility for resolving issues
- Understanding our impact on others, including our partners and stakeholders
- Building a supportive network to identify when we, or others, need help



# Where will you use the Values?

## Reward

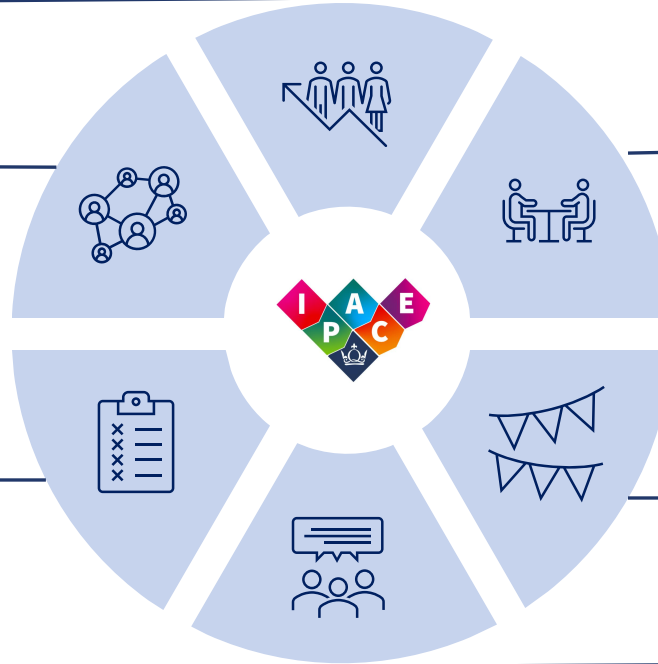
- Academic promotion, Professorial Review
- Internal recruitment
- Staff bonus, GEM awards

## Everyday

- Where you work with others
- Planning and delivering your own work
- Reflecting on your work

## Probation/ Appraisal

- Discussing how you will deliver future objectives
- Identifying development needs



## Recruitment

- Job profiles
- Interviews

## Induction

- Welcome pages
- Welcome event

## Everyday Management

- Setting expectations
- In regular comms
- Recognition
- Used in policies
- In development

# Values in action through PS Transformation lens



- How we are putting our Values in action through a PS Transformation lens
  - A focus on behaviours we need for PS transformation
- What do we need to do to be able to confidently take ownership for delivering and improving our services including:
  - Make decisions
  - Identify solutions
  - Work effectively across professional boundaries
  - Understand priorities

# Getting to know Our Values in action



## Activity 1: Divide into groups and allocate each group 1 or 2 Values

### Spend 10-15 minutes talking about the Value(s) given to you

- What does this Value mean to you?
- What does this behaviour look like locally?
  - Can you think of an example of where you have seen this Value being lived in your local area? (This might be a piece of work being completed or the way an individual behaved when delivering their work)
  - Where have you used one of the Values in action? What went well and what could you do more of?
- How is it relevant to PS Transformation and Departmental strategies/plans?
- Is anything unclear that you'd like to ask the group about?

### Feedback highlights to the whole group

- What did the Value mean to your group and what does it look like?
- Share examples put forward by your group where they have seen the Value being lived?
- What are the connections between the Values and between Values in action and PS Transformation/Departmental Strategies/plans – how do build on these?
- What possible tensions between Values might arise – how do we deal with them?

# Insight into action (slide 1 of 2)



## Activity 2:

1 10 mins: Divide into groups and use these questions to prompt you

|                                                     | Strengths                                                                                                               | Challenges                                                                                                    |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| a. Initial thoughts                                 | What would we say we are renowned for? Can these strengths be overplayed? What are the different strengths in the team? | What do we say we need to improve – individually and as a team? What bad habits don't we talk about?          |
| b. What would others say?                           | What feedback do we hear?<br>Are we over confident?                                                                     | Do we have any blind spots?<br>What do we see as normal that others might see differently?                    |
| c. What is driving or reinforcing these behaviours? | What things encourage us to maintain these habits and behaviours?<br>Are these 'reinforcers' healthy?                   | What things get in the way of us changing these habits and behaviours?<br>What would happen if we did change? |

2 10 mins: Feedback highlights of your discussion to the entire group

| Key insights | Three behaviour change actions |
|--------------|--------------------------------|
|              | 1.                             |
|              | 2.                             |
|              | 3.                             |



# Insight into action (slide 2 of 2)

## 1 Feedback

| Key insights | Three behaviour change actions |
|--------------|--------------------------------|
|              | 1.                             |
|              | 2.                             |
|              | 3.                             |

Consider how this links to other data/action plans you have

## 2 As a group, consider and discuss:

- How you can create an environment where individual members of the team feel confident to communicate and challenge behaviour if they believe the Values have not been appropriately considered or followed? How and where can we give feedback to each other?
- Considering your future work what Values in action might be particularly important?
- What are the opportunities that might help us live our Values?



# Planning an Away Day?

- If you'd like help planning or running a team Away Day, the Organisational and Professional Development Team are here to support you.
- Have a look at [the OPD webpage](#) to find out more
- Or contact:
- [opd@qmul.ac.uk](mailto:opd@qmul.ac.uk) with your details