

# Leading Together

## Principles

How to use

Inclusive

Self-Awareness

Strategic Ambition

Enabling

Influencer/Motivator

Coaching Questions

Feedback

## The guiding principles of Leading Together

**We are all citizens of the Queen Mary global community, and we all contribute to its success. We are driven by our Values to achieve our ambitions set out in Strategy 2030.**

**We believe that inclusive leadership is a shared responsibility**

Leadership is not limited to those who manage others. We have a wealth of diverse expertise across a broad range of disciplines, each one essential to realising our ambitions.

**We recognize that we need leadership from all areas of Queen Mary**

To guide, support and inspire us.

**We know that each one of us brings unique experience and expertise**

And understand that personal development enables us to grow and improve.

**As leaders, we will be role models of Our Values in action**

And will build strategies to apply [those behaviours](#) as they develop within their own field to contribute to the delivery of Strategy 2030.

### Guidance Note

The behaviours of the Queen Mary leader change depending on role and seniority – you'll see on following pages that they're divided into five levels. Some roles, for example, will need more advanced behaviours in Self-Awareness than they will in Enabling.

We recommend discussing with your line manager the levels you should be demonstrating.

# Leading Together

Principles

**How to use**

Inclusive

Self-Awareness

Strategic Ambition

Enabling

Influencer/Motivator

Coaching Questions

Feedback

We all have our area of expertise, but for most of us that is in an academic, research, technical or professional discipline and is not focussed on leading others. This framework concentrates on those elements that sit beyond our specialist area, but are fundamental to contributing to Queen Mary's overall success. There are 5 elements; each has 5 levels.

## How to use:

Leading Together can be used to help us reflect, give feedback, consider development, and support the writing of Job Profiles. To help you, there is:

- A **self-assessment tool** to help focus your development, with some suggestions for development activities both to enhance your current role and to prepare for your next career move. This tool provides the ideal conversation starter for you to use with your direct reports.
- **Pathways to Leadership**: a suite of development programmes to support your progression
- A 360° feedback tool aligned with the framework. Please contact [opd@qmul.ac.uk](mailto:opd@qmul.ac.uk) if you want to take part.

## How does this fit in with an individual's Job Profile?

A Job Profile should be the first point of reference for the specific tasks, standards and responsibilities of any given role. If, over time, a Job Profile has become inaccurate, it should be updated. Leading Together describes expectations around leadership behaviours and can be used as described above.

## Discussing the use of behaviours can be helpful for several reasons:

- Often, you can find that someone is able to show a particular behaviour in one situation but finds it difficult in another - exploring this can be helpful.
- "Good" is dependent on context: choosing the right behaviour in a particular context or situation is worth discussing.
- Focussing on building and leveraging strengths is shown to be more impactful than addressing weaknesses.

There are some questions on the **Coaching Questions** slide you might ask yourself, or your direct report(s), to explore Leading Together.

Have a look at the '**Feedback**' tab for some guidance on giving effective feedback.

# Leading Together

Principles

How to use

**Inclusive**

Self-Awareness

Strategic Ambition

Enabling

Influencer/Motivator

Coaching Questions

Feedback

## Inclusive: The Queen Mary Leader will...

### Core

- Be collaborative in their approach
- Show an awareness of how their own culture and perspective may influence their choices
- Demonstrate respect and sensitivity for other cultures.



### Aspiring

- Adapt their approach, inviting diverse views and voices to inform their practice on a day-to-day basis, so as to improve decision-making.
- Show willingness to challenge their own and others' assumptions, stereotypes, and behaviours that fall short of Queen Mary's expectations.



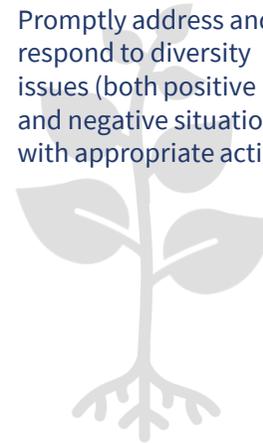
### Emerging

- Value and nurture differences across the University.
- Enhance and engaging with the diversity of thought and expertise.
- Support colleagues to resolve issues respectfully, creating a culture where appropriate constructive challenge is encouraged.



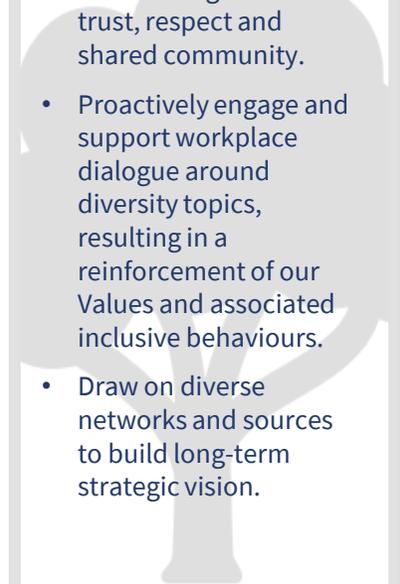
### Established

- Ensure that all areas of their influence and responsibility offer an inclusive delivery
- Encourage new ideas on ways to expand diversity and inclusion in the workplace.
- Promptly address and respond to diversity issues (both positive and negative situations) with appropriate action.



### Exemplar

- Empower others to express themselves freely, establishing and maintaining a culture of trust, respect and shared community.
- Proactively engage and support workplace dialogue around diversity topics, resulting in a reinforcement of our Values and associated inclusive behaviours.
- Draw on diverse networks and sources to build long-term strategic vision.



# Leading Together

Principles

How to use

Inclusive

**Self-Awareness**

Strategic Ambition

Enabling

Influencer/Motivator

Coaching Questions

Feedback

## Self-Awareness: The Queen Mary Leader will...

### Core

- Recognise and acknowledge their own strengths, weaknesses, motivations and biases.
- Seek regular feedback on their performance, reflecting on it to develop.
- Recognise their own pressure points, managing emotions, developing strategies to adapt positively to change.



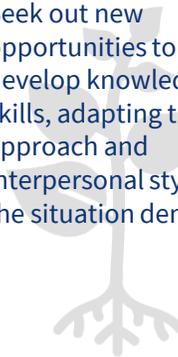
### Aspiring

- Build diverse, effective support networks, contributing to and learning from them to support their own resilience, and that of others.
- Adopt a mindset of continuous improvement and learning.



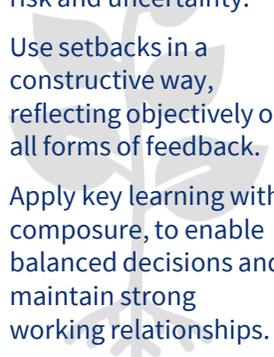
### Emerging

- Become comfortable acknowledging their vulnerability and limitations.
- Be confident about asking for help in order to develop and improve, creating an environment for others to do likewise.
- Seek out new opportunities to develop knowledge and skills, adapting their approach and interpersonal style as the situation demands.



### Established

- Develop deeper self-awareness and understanding of their impact on others as they progress.
- Exercise sound judgement and make good decisions in pressured situations, comfortably handling risk and uncertainty.
- Use setbacks in a constructive way, reflecting objectively on all forms of feedback.
- Apply key learning with composure, to enable balanced decisions and maintain strong working relationships.



### Exemplar

- Remain energized, enthusiastic and confident in the face of difficult and prolonged work demands.
- Recognise when to recharge or draw on support.
- Use understanding of self and others to foster positive relationships, especially in difficult circumstances.



# Leading Together

Principles

How to use

Inclusive

Self-Awareness

**Strategic Ambition**

Enabling

Influencer/Motivator

Coaching Questions

Feedback

## Strategic Ambition: The Queen Mary Leader will...

### Core

- Apply an understanding of the strategy and Values to improve personal effectiveness.
- Be both a collaborative and an independent problem solver, as well as a timely decision-maker, to achieve goals consistently.
- Be aware of when to be persistent and when to be pragmatic in order to achieve desirable results



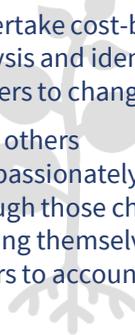
### Aspiring

- Employ their understanding of the strategy and Values to identify areas for improvement
- Analyse options, agreeing outcomes informed by a range of sources both internal and external, statistical and experiential.
- Consistently focus self and others to deliver against challenging goals.



### Emerging

- Identify changes that will have the biggest positive impact in supporting the delivery of Strategy 2030 and are aligned with Queen Mary's Values.
- Makes clear decisions which may include tough choices or considered risks.
- Undertake cost-benefit analysis and identifies barriers to change.
- Lead others compassionately through those changes, holding themselves and others to account.



### Established

- Be driven by Queen Mary's Values to deliver excellence and develop strategy in their area.
- Contribute to resolving challenges across the wider Institution, developing our future direction.
- Produce new ideas, approaches, or insights, generate a range of solutions to problems.
- Initiate and incorporate change programmes into work processes.
- Pre-empt long-term implications of actions and develop operational goals, anticipating and responding to a range of strategic variables.



### Exemplar

- Identify and develop positive and compelling visions of the organisation's future.
- Take account of a wide range of issues and leading change in line with Queen Mary's Values.
- Empower others to contribute to the strategic discussion, support ambition and shared achievement.



# Leading Together

Principles

How to use

Inclusive

Self-Awareness

Strategic Ambition

**Enabling**

Influencer/Motivator

Coaching Questions

Feedback

## Enabling: The Queen Mary Leader will...

### Core

- Be willing to challenge themselves and others.
- Give honest, constructive feedback to promote development.
- Express positive expectations of others, speak of team members in positive terms, supporting others and acknowledging their strengths.



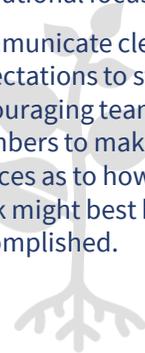
### Aspiring

- Encourage and support others to develop their decision-making.
- Produce innovative solutions and to consider the impact of their choices.
- Prioritise workloads effectively to ensure a balance between successful delivery and individual wellbeing.
- Give credit to others who have performed well.



### Emerging

- Invest in the potential of those around them, supporting them to take innovative steps courageously.
- Lead by example, with integrity, compassion and judgement, to achieve both an aspirational and operational focus.
- Communicate clear expectations to staff, encouraging team members to make choices as to how their work might best be accomplished.



### Established

- Establish effective team working and team spirit, maintaining a culture of creativity and innovation.
- Assign appropriate resources to achieve business goals.
- Create and support opportunities to develop the intellectual, emotional and professional capabilities of others, encouraging reflection and sharing in their progress.



### Exemplar

- Create a culture that fosters responsibility for the achievement of teams' strategic goals.
- Support the delegation of responsibility and authority.
- Inspire others to take on new challenges.



# Leading Together

Principles

How to use

Inclusive

Self-Awareness

Strategic Ambition

Enabling

**Influencer/Motivator**

Coaching Questions

Feedback

## Influencer/Motivator: The Queen Mary Leader will...

### Core

- Establish personal and professional credibility.
- Communicate effectively so that others can understand key messages.
- Ensure open and honest conversation.



### Aspiring

- Speak fluently.
- Express opinions, information, and key points of an argument.
- Be able to influence others.



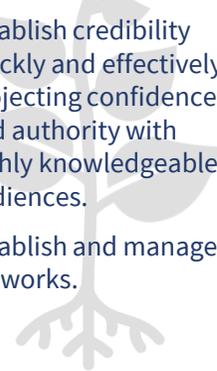
### Emerging

- Have skill and confidence in conveying credible new ideas, or a course of action, to gain agreement, support, and/or buy-in from a variety of stakeholders.
- Respond quickly to the needs of an audience and to their reactions and feedback.



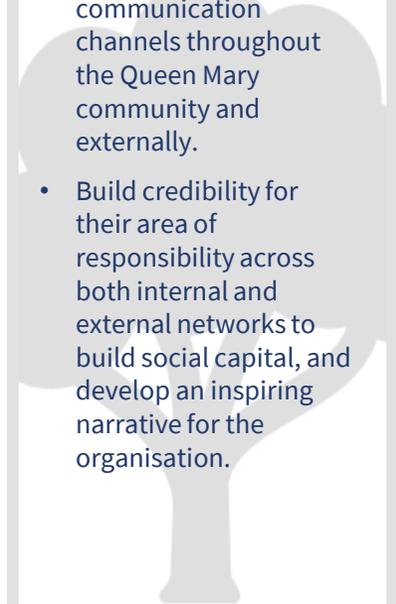
### Established

- Relate well to a diverse range of people.
- Manage conflict effectively to build consensus around an approach.
- Make a strong personal impact taking care to manage their impression on others.
- Establish credibility quickly and effectively, projecting confidence and authority with highly knowledgeable audiences.
- Establish and manage networks.



### Exemplar

- Establish and maintain effective, timely contribution and communication channels throughout the Queen Mary community and externally.
- Build credibility for their area of responsibility across both internal and external networks to build social capital, and develop an inspiring narrative for the organisation.



# Leading Together

Principles

How to use

Inclusive

Self-Awareness

Strategic Ambition

Enabling

Influencer/Motivator

**Coaching Questions**

Feedback

Ideally the conversation will be led by the individual describing how they fulfil the description of one of the levels. You, as their manager, can then explore the examples they offer using open, non-judgemental coaching questions.

Below are some example coaching questions. Any question can be used with any part of Our Values in action or Leading Together.

**Which behaviours in Leading Together have you demonstrated most in your work this year?**

- Which behaviours would you benefit from using more often?

**Where are your strengths in [for example] Inclusive leadership?**

- How have these contributed to your success?

**Where and how have you demonstrated Self –Awareness?**

- Where might these behaviours be overused? Where might you use it more?

**Where could you use Strategic Ambition more?**

- How might that help you?

**How might Enabling Others help you achieve x project?**

- What might be a good first step?

**Which behaviours in Influencer/Motivator do you get most satisfaction using?**

- How can we create more opportunities for you to do this in your work?

**Summary**

- What steps have you already taken to develop your behaviours? What's worked? What immediate action\changes could you take?
- What will make the biggest difference to your effectiveness as a leader?
- What impact will improving this make? If you don't make changes, what will the impact be? How much of this have you known before?
- What might have prevented you from acting before? What is going to be different this time?
- What support will you need to achieve them? What will success look like?

**Ask the individual to summarise actions, then agree and schedule a time to review.**

# Leading Together

Principles

How to use

Inclusive

Self-Awareness

Strategic Ambition

Enabling

Influencer/Motivator

Coaching Questions

Feedback

**Giving your team member honest, helpful feedback is a necessary part of a healthy working relationship, and crucial for their development as well as being an essential part of your role as manager.** Therefore, it's important to prepare for these conversations. Studies confirm that we respond productively when feedback is specific, focused on behaviour or performance (rather than personality traits), and framed positively. Managers should take this approach rather than one that highlights faults.

## The general principles for these discussions are:

- Arrange a time to meet, in a meeting space that gives you and your team member some privacy.
- Remember the [tools that might help](#) – particularly the **self-assessment tool**, which can provide a helpful starting point if it's completed in advance. Alternatively, working through it together it could be the framework for your conversation.
- The conversation is to support the team member in taking ownership of their development – they are more likely to do this through their own reflection along with constructive observation from you, their manager.
- Start with their reflections:
  - “Where would you put yourself on [an element of the Leading Together Framework]?”
  - “How does that come through in your work?”
- Talk through their examples, listening to their reflections and accepting that different styles and approaches can return equally successful results.

- Offer your observations, both positive and negative – you might find it helpful to use the CEDAR model for this.

**Context:** It's important to set the scene and be clear about any standards you're using.

**Example:** Give a specific example (if you haven't got one, ask yourself what's behind the feedback you want to give: check your own assumptions).

**Discuss:** a 2-way discussion about the example you've just given: so that you both understand what happened to create the situation.

**Actions:** Having explored the root cause(s) of the situation, you can move on to discuss what actions could be taken in future.

**Review:** Agree when you will get back together to revisit.

- When offering feedback, both positive and developmental, it needs to be sincere and specific to carry credibility.
- If there are points to learn (mistakes are learning opportunities), try to keep to no more than **3 key things** to avoid overwhelming and to increase the likelihood of change.