



LEADING THROUGH VALUES

Support toolkit for leaders



Introduction



As leaders at the University of Warwick you play an important part in sharing and living the values and behaviours every day. This toolkit has been developed to support you and can be used for both:

Personal reflection

Team activities

We will be celebrating our colleagues who demonstrate these values in everything they do. These values and behaviours will be embedded across all areas of our work; from Personal Development Reviews to decision making to recruitment and staff awards.

Going forward and further

Thinking freely

Thriving on difference

Creating connections

Sharing opportunities

How were the values developed?

Through a series of workshops, over 800 of you from all departments and grades have helped to create and refine a set of values and behaviours that would define what it means to be part of the Warwick community.

We asked you to reflect on what we're good at, what holds us back and what we must continue to develop to succeed in the future.

Using your thoughts and feedback shared, we began to shape the values and behaviours. We tested them until we settled on the right words.

These are our values, they are actions and behaviours that are seen, heard and felt in what you do every day.

The values and behaviours have been created by our community, for our community. They reflect the University of Warwick when it's at its very best and they support us in achieving our purpose.



Our Values and Behaviours

Our values and behaviours support our purpose: **pointing the way ahead, so that together we can make a better world.**

Going forward and further

We're ready to lead, go first and bring the impetus for change. We have the ambition and the determination to break new ground and the rigour and commitment to deliver.

- Striving for better
- Confidently taking the initiative
- Supporting each other to create positive change
- Making a plan and making it happen
- Learning from mistakes and moving on

Thinking freely

We're not afraid to do new things or do things differently. We use our imagination and creativity to make positive change and we go beyond the status quo.

- Nurturing new ideas and backing people when they have them
- Going beyond the status quo
- Making time for imagination and creativity
- Thinking long-term and seeing the bigger picture
- Taking responsibility for what we say and do

Thriving on difference

Our ingenuity, energy and resilience come from our diverse community. We actively seek out different perspectives to stimulate ideas and empathy. We're always ready to respond and adapt.

- Looking for different perspectives to solve problems and situations
- Disagreeing in a respectful way
- Thinking about things from other people's point of view
- Showing kindness to others
- Valuing diversity of all kinds across our community

Creating connections

We build partnerships and break down barriers inside and outside the University. We lead with compassion and strive to find the common ground that unites us.

- Working together to make good things happen
- Challenging things that stop us working together or with others
- Listening, learning and building strong relationships
- Communicating clearly without jargon

Sharing opportunities

Making a better world depends on all of us playing a part. We empower others inside and outside the University to create positive change.

- Inspiring, supporting and giving people space
- Doing what we can to help others thrive
- Recognising and celebrating success
- Being generous with our knowledge and time
- Being proud of what we do and how we do it

What is values-based leadership?

A leadership style that emphasises the importance of values in everything we do, including our behaviour, our decision-making, and how we deliver our purpose.

Values-based leaders bring people together through sharing a common set of values which the team all understand, improving their cohesiveness and willingness to work together for a shared purpose.

Values-based leaders are transparent about sharing and communicating their values and in helping their colleagues to connect to their own values, Warwick's values, and the values of those they serve and support.

Values-based leaders draw on values for direction, guidance, and motivation, empowering and supporting their teams to achieve a shared vision.

Ask yourself...

Take a few minutes to think about what value-based leadership means to you and your team.

- How would you explain what your approach to values-based leadership is to your team in a way that would resonate with them?
- Why is it important for us to be values-based leaders?
- What do we already do well as a team which demonstrates we are already leading through values?

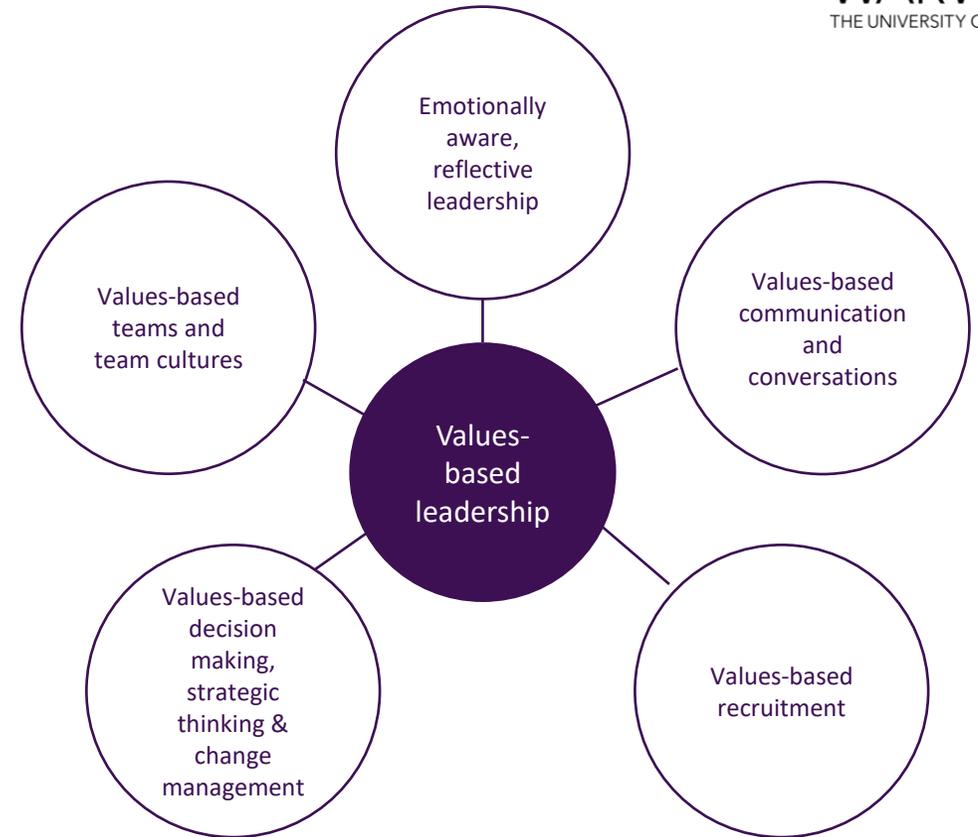


Leading through values

The values-based leadership model shows the different opportunities for leaders to embed values and behaviours. These opportunities create the positive culture that will deliver our purpose. It ensures everyone in the team understands how they belong and what role they have in achieving the vision together.

Using the diagram on the right, answer the following:

- Where do we currently use and embed values and behaviours effectively?
- What is the impact?
- Where could we embed values and behaviours?
- Which areas would have the most positive impact on how we achieve our vision as a department?



Living the values – Activity

- Reflect on your role as a leader and look at the list of potential behaviours you may show when you are displaying each of the university values. This list is not exhaustive and there may be other behaviours you display when demonstrating this value in your work.
- For each value reflect on how you already demonstrate them in a way that is relevant to your role and which is important to the people you lead. Which have the greatest impact on your work? How could you share these?
- Reflect on those that you could develop further and identify when it would be helpful to apply these values and behaviours to your work. How could you develop them, who could support you and when should you develop them?

Values	Going forward and further	Thinking freely	Thriving on difference	Creating connections	Sharing opportunities
Behaviours	<ul style="list-style-type: none"> ▪ Striving for better ▪ Confidently taking the initiative ▪ Supporting each other to create positive change ▪ Making a plan and making it happen ▪ Learning from mistakes and moving on 	<ul style="list-style-type: none"> ▪ Nurturing new ideas and backing people when they have them ▪ Going beyond the status quo ▪ Making time for imagination and creativity ▪ Thinking long-term and seeing the bigger picture ▪ Taking responsibility for what we say and do 	<ul style="list-style-type: none"> ▪ Looking for different perspectives to solve problems and situations ▪ Disagreeing in a respectful way ▪ Thinking about things from other people’s point of view ▪ Showing kindness to others ▪ Valuing diversity of all kinds across our community 	<ul style="list-style-type: none"> ▪ Working together to make good things happen ▪ Challenging things that stop us working together or with others ▪ Listening, learning and building strong relationships ▪ Communicating clearly without jargon 	<ul style="list-style-type: none"> ▪ Inspiring, supporting and giving people space ▪ Doing what we can to help others thrive ▪ Recognising and celebrating success ▪ Being generous with our knowledge and time ▪ Being proud of what we do and how we do it
How do I display these behaviours as a leader? What are my strengths?					
What could I do more of or do differently? What areas do I need to develop?					



VALUES-BASED TEAM DEVELOPMENT

How are values relevant to our work as a team?

Values and behaviours create a shared language in our teams about how we can all work together to point the way ahead and make a better world in line with our University strategy and purpose. They give us a values-based lens to think about **how** we do **what** we do when we **plan** our work and identify our priorities for the year, work together with others to **achieve** our priorities, and **reflect** on and celebrate how we achieved our priorities.

Thriving on difference

We recognise, value, and celebrate the different roles, skills and experiences each team, department and individual brings to our community and it's through embracing and being inclusive of difference that will enable us to achieve even more together. Our values enable us to work together across the whole of our community, recognising that we are all working towards a shared vision while still celebrating individuality and difference.

Integration of values into a team's culture, processes and interactions will help the team decide on their priorities, improve communication, celebrate achievements, and develop our ability in being an active bystander when poor behaviours need to be called out.

We encourage you to use the Warwick values and behaviours to reflect on how you're already enabling them to achieve great things, and to translate the values and behaviours locally so they have real meaning. This helps everyone to know how they're contributing to our strategic purpose.



Your role

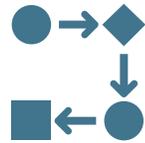
We encourage you to use the University values and behaviours to reflect on how you work as a team, and to develop shared language for how you celebrate success in your team and challenge each other to develop so that everyone understands how what they do is contributing to the University strategic aims.

You can help to embed the values into your team in the following ways:



Lead By Example

Demonstrating the values in your own behaviour and decision making is key in obtaining support from your team.



Integrate Values into your Processes

Where appropriate, consider how values come alive in the work you do. What decision making processes do you follow and can they include a values approach? Consider encouraging your team to think about how values align with the PDR process in both goal setting as well as future development needs.



Celebrate Values Based Achievements

Encourage use of the Wonders and Wows, as well as celebrating locally how the values have been successfully used within the team.



Discuss Values

Allow time in your team meetings and 1:1s for team members to discuss how the values apply to their work and interactions. Encourage open discussion and feedback to ensure everyone is heard.



Address Values Inconsistencies

Our values are not intended to be punitive, so when providing your team members with feedback about where you see behaviour or actions that are inconsistent with our values, be compassionate, kind and constructive. Perhaps consider a coaching approach to explore how they can realign with the values and behaviours moving forwards.



Reinforce Over Time

Embedding values is an ongoing process that requires continuous reinforcement. Continue to discuss the values over time and adjust processes and decision making as needed.

Embedding the values – Team activity

- Share the University values and behaviours with your team and reflect on and celebrate what you do well as a team aligned to the values.
- Discuss areas in which you could develop as a team.
- Translate the values and behaviours into language that has meaning to your team and the work you do, and which can be used to support you when working with each other and with everyone in the Warwick Community.

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What do we do well as a team when demonstrating these?					
Are there any areas where we could develop as a team?					

Leading the way

By living the values and behaviours we:

- Engage people with the values in their everyday experience at work
- Enable others to understand their contribution in the success of the University by supporting the values and behaviours
- Strengthen the experience of working at Warwick by creating pride and a sense of achievement through our values.

Further resources

These training resources can help you embed the values within your team:

- [Leading by Example](#)
- [Servant Leadership](#)
- [Top Tips for Coaching](#)
- [Feedback Playlist](#)



For further information on leadership development, visit [Leadership and Management Development](#) website

Our Values

Made by our community for our community