Values in Action
Our UNSW Behaviours

- Demonstrates Excellence
- Builds Collaboration
- Embraces Diversity
- Displays Respect
- Drives Innovation
**DISPLAYS RESPECT**

Definition: Treats others with dignity and empathy. Communicates with integrity and openness.

- Acts with honesty and integrity
- Practices what they preach
- Treats others as they would like to be treated
- Provides full attention and listens intently
- Listens and makes time to support others
- Communicates respectfully using appropriate tone and volume
- Shows openness to the viewpoints of others
- Recognises when own behaviour is disrespectful and takes corrective action
- Takes personal responsibility for their own actions
- Escalates observed misconduct or unprofessional behaviour
- Contributes to an environment where people feel comfortable to share their opinion
- Acknowledges others for ideas

- Engages in dialogue, rather than one way communication
- Encourages and responds appropriately to two way feedback
- Is transparent in sharing information
- Shares credit with team and colleagues
- Owns their mistakes and does not try to lay blame
- Builds a culture where issues are openly discussed without reprimand
- Deals proactively with breaches to respect between individuals, team and / or customers

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- Being inconsistent in words and actions
- Thinks only about self at cost of others
- Is repeatedly disrespectful
- Does not listen to others
- Condoning aggressive or intimidating behaviour
- **Leader**: Takes credit for the ideas of others
- **Leader**: Always trying to be right, blames others for mistakes.
## Demonstrates Excellence

**Definition:** Delivers high performance and demonstrates service excellence.

<table>
<thead>
<tr>
<th>Foundational</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>People Leadership*</th>
<th>What it is Not</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Takes ownership of completed and assigned tasks</td>
<td>- Prioritises actions and demonstrates sustained focus to achieve results</td>
<td>- Maintains accountability for self</td>
<td>- Clarifies roles and responsibilities of teams and/or individuals to drive high performance</td>
<td>- Fails to complete tasks</td>
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<tr>
<td>- Seeks and responds to feedback received from supervisors and peers</td>
<td>- Approaches problems with a positive solution orientation</td>
<td>- Aligns actions and co-operates across work areas to achieve UNSW goals</td>
<td>- Manages performance of staff and team in line with expectations</td>
<td>- Acting unprofessionally in front of students, colleagues and/or internal customers</td>
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<td>- Identifies customers and relevant service</td>
<td>- Acts on opportunities to provide support to peers</td>
<td>- Supports others to deliver results (e.g., removes obstacles, acts as a sounding board)</td>
<td>- Reviews and provides feedback on performance of all staff</td>
<td>- Ignores issues or problems</td>
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<td>- Demonstrates professionalism during interactions with students and/or internal customers</td>
<td>- Maintains contact with students and/or internal customers to understand and anticipate their needs</td>
<td>- Coaches and mentors others</td>
<td>- Identifies and resolves individual and team performance issues</td>
<td>- Failing to consider customers and providing poor service</td>
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<tr>
<td>- Identifies issues that requires escalation and alerts those required</td>
<td>- Proactively delivers high-quality service</td>
<td>- Builds relationships with key students and internal customers</td>
<td>- Recognises and rewards high performance and desired behaviours</td>
<td>- Blames others for mistakes</td>
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<td>- Attracts additional customers through service excellence</td>
<td>- Improves processes and culture to drive student and internal customer delivery outcomes</td>
<td>- <strong>Leader:</strong> Does not set expectations or provide feedback</td>
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<td>- <strong>Leader:</strong> Ignores unsatisfactory performance</td>
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DRIVES INNOVATION

Definition: Thinks creatively and develops new ways of thinking. Initiates and embraces change.

- **Foundational**
  - Is open to new and different ways of working
  - Looks for and takes advantage of opportunities to learn new skills
  - Identifies problems and seeks assistance
  - Uses new processes and systems as directed

- **Intermediate**
  - Suggests new ideas and ways of doing things
  - Supports improvement initiatives to do with process and systems
  - Develops ideas to deal with ambiguity and solve problems
  - Anticipates and identifies potential risks or issues, and suggests solutions

- **Advanced**
  - Works with others in generating new ideas and being innovative
  - Takes into account the broader UNSW context, both internally and externally, when formulating solutions
  - Champions process and system changes aimed at improving efficiency and effectiveness
  - Shows flexibility in implementing change initiatives
  - Accepts risk when supporting innovation
  - Supports change initiatives, communicates benefits and navigates resistance

- **People Leadership**
  - Fosters an environment of idea generation
  - Encourages different perspectives
  - Promotes innovation and engagement activities internally and externally
  - Encourages and recognises attempts to innovate, regardless of outcomes
  - Initiates change to enable UNSW goals
  - Challenges the status quo and supports colleagues to respond to change positively

- **What it is Not**
  - Is not willing to experiment with new or different ways of working
  - Discourages others from trying new approaches
  - Does not accept failure is a normal part of the innovation process
  - **Leader:** Discourages team from questioning how things are done and raising new ideas
  - **Leader:** Does not communicate or support change initiatives

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**BUILDS COLLABORATION**

Definition: Works effectively within and across teams. Builds relationships with internal and external stakeholders to deliver on outcomes

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<td>❑ Relates to people in an open, friendly and professional manner</td>
<td>❑ Works towards positive and mutually beneficial outcomes</td>
<td>❑ Builds effective working relationships with both team and people in other areas</td>
<td>❑ Encourages teamwork in own team</td>
<td>❑ Refuses to work with others</td>
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<td>❑ Cooperates with others to deliver key activities</td>
<td>❑ Adapts communication style to suit the audience and situation</td>
<td>❑ Seeks input from peers and shares information freely</td>
<td>❑ Builds trust and rapport by showing a genuine interest in others; understands and acknowledges feelings, concerns and ideas</td>
<td>❑ Withholds opinion, information or ideas</td>
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<td>❑ Acts as a team player</td>
<td>❑ Effectively uses interpersonal skills to value and include people</td>
<td>❑ Manages challenging relationships with diplomacy</td>
<td>❑ Makes assumptions instead of asking questions</td>
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<td>❑ Seeks to understand the needs and concerns of others</td>
<td>❑ Builds trust and sustains long-term relationships with internal and external networks</td>
<td>❑ Identifies key stakeholders and engages ahead of meeting to gain support</td>
<td>❑ Encourages constructive questioning</td>
<td>❑ Avoids difficult conversations</td>
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<td>❑ Asks questions of others to clarify understanding</td>
<td>❑ Looks for opportunities to work in a team and collaborate with others</td>
<td>❑ Negotiates from an informed position</td>
<td>❑ Promotes challenging discussion to steer team toward an effective solution</td>
<td>❑ Relies on email when a conversation would be more effective</td>
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<td>❑ Responds constructively to conflicts and disagreements</td>
<td>❑ Recognises and explains the need for compromise</td>
<td>❑ Collaborates effectively across other teams to manage interdependencies</td>
<td>❑ Uses devices inappropriately in meetings and forums</td>
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EMBRACES DIVERSITY

Definition: Values individual differences and contributions of all people and promotes inclusion.

- Recognises and respects the differences amongst all people
- Contributes to fair and inclusive environment
- Completes all required inclusion and diversity training

- Promotes a fair and inclusive environment
- Speaks out against discrimination
- Demonstrates intercultural awareness
- Acknowledges bias in interactions with others

- Leads by examples in demonstrating inclusion and diversity
- Addresses and corrects inappropriate behaviour that discriminates against others
- Frequently communicates the case for diversity and inclusion and champions initiatives
- Learn about their own bias blind spots and develop strategies to minimise bias in the workplace

- Recognises and utilises the skills of staff with diverse backgrounds
- Supports targeted recruitment to develop a representative workforce
- Cultivates a team environment that embraces different cultures, flexibility, ideas and experiences
- Gives time, energy and resources towards diversity and inclusion
- Intervenes when personal and organisational bias hotspots are identified

- Only values others who share the same perspective
- Does not complete available inclusion and diversity training
- Ignores unacceptable workplace behaviours including bullying, harassment and discrimination
- Does not see the value of diverse capability when working in groups
- Blames others for mistakes
- Leader: Shows bias when building and managing teams
- Leader: Does not address exclusion occurring within the team

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