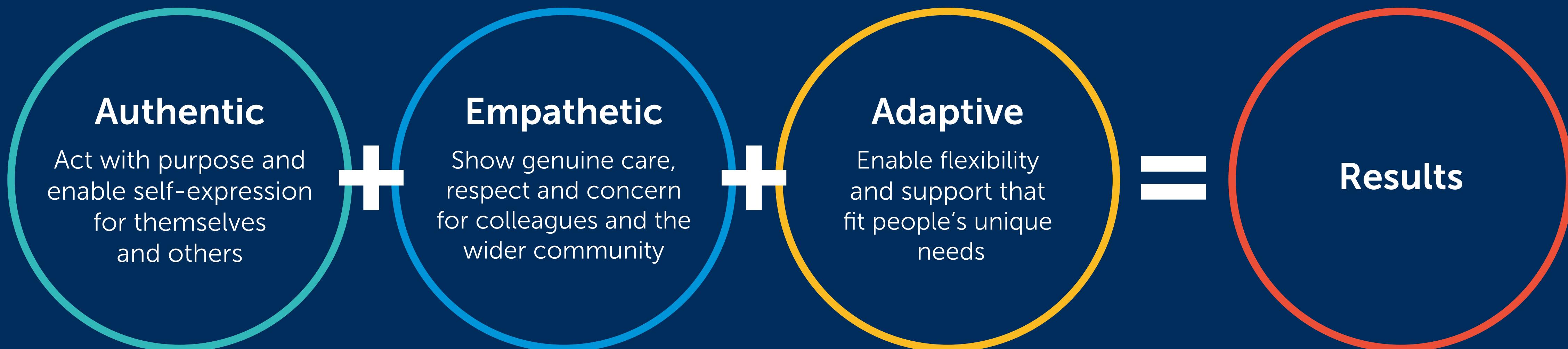


Generous Leadership

To deliver results, we need our leaders to give generously of their time and resources, enabling people to do their best work and to thrive. To do this our leaders are:



Authentic

Knows their own values, strengths and weaknesses.

Communicates openly and with vulnerability and encourages others to do the same

Demonstrates openness to ideas and actively seeks feedback.

Empathetic

Puts time and effort into knowing people and building strong relationships and open dialogues.

Demonstrates care and concern for peoples' wellbeing.

Steps into challenging conversations calmly and with confidence.

Adaptive

Recognises people as individuals, treats them according to need, actively facilitates opportunities, and coaches them to perform at their best.

Uses their professional judgement to make decisions in complex situations.

Understands the ever-changing nature of the University and fosters ambition to help people and teams rise to that challenge.

To enable people to bring their best to work and to thrive we need to put time and effort into our relationships and to actively champion opportunities and development for others. We need regular touchpoints with people where we use **empathy** to understand as well as demonstrate our care and concern. We need to **adapt** our approach to suit different people and use coaching skills to empower and motivate. We need to know ourselves, our own strengths and weaknesses and to be **authentic** in how we communicate so that we build trusting and open dialogues and explore new ideas and novel approaches.

Example 1:
**Enabling people
to thrive**



Whether we need to address unacceptable behaviours, give negative feedback or tackle underperformance, stepping into difficult conversations calmly and with confidence is a key part of being generous leaders.

It requires us to be **authentic** - to know ourselves, our strengths and weaknesses and our impact on others as well as to be open to receiving feedback. It involves being **empathetic** – building the trust that comes from strong relationships and communicating clearly and assertively whilst maintaining an open dialogue. It also needs us to be **adaptive** enough to take different approaches with different people, in different circumstances and to use our professional judgement to make decisions and find productive ways forward.

Example 2: **Managing performance**

