

The LBU Leader

Leadership at LBU takes many forms. We all have personal leadership responsibilities within our daily work, we may have diverse leadership responsibilities within our teams and some of us have formalised leadership roles too.

The LBU Leader describes the behavioural indicators and qualities, identified through our research, as being associated with effective leadership at our university.

Development of The LBU Leader

To develop this concept of the LBU Leader we explored leadership in its widest sense, considering questions such as:

- *What does good leadership look like?*
- *What does good leadership look like here at LBU?*
- *What aspects of our leadership do we need to strengthen/develop moving forward to achieve our strategic goals?*

These questions were explored in a number of colleague network meetings and with the teams represented in a diverse advisory group of academic and service colleagues. In total over 150 colleagues contributed to this exploration, leading to the emerging behaviours and characteristics being consistently cited as vital for successful leadership at LBU.



Why have we introduced the LBU Leader?

The concept of the LBU Leader has been developed to support one of the key university strategic aims:-

A community of great people

Aim: To support a community of talented and engaged colleagues to deliver our vision and mission and to achieve their personal potential

The LBU Leader will help us achieve this aim by articulating what good leadership looks like at LBU. It provides a standard and benchmark that can be used to create a sense of shared values and identity, support development conversations and underpin the creation of further leadership development opportunities.





LBU Leader – the behavioural indicators

The behavioural indicators have been aligned to our values which give us clarity, consistency, and a common purpose. They offer a shared and renewed understanding of how all of us can demonstrate a particular form of leadership in everything we do.

LBU Values	LBU Leader Behavioural Indicators - LBU leaders will....
Inclusive	<ul style="list-style-type: none"> - communicate respectfully to others and genuinely encourage diverse voices - recognise, understand, and remove barriers that inhibit the inclusion of others - celebrate and learn more about the diversity of our community - be open and vulnerable to show they do not have all the answers
Teamwork	<ul style="list-style-type: none"> - ensure teams foster a culture of shared accountability and collective sense of purpose - hold all teams equal and encourage cross team, and cross university, collaboration - make time to recognise and celebrate team success and team members' contributions - actively encourage a sense of team connection and clear communications
Integrity	<ul style="list-style-type: none"> - start from clear principles and do the right thing rather than the easy thing - be consistent in actions and behaviour creating a shared sense of openness and trust - own decisions that are taken and clearly explain why those decisions were made - be challenging and speak up when people are not working to the values
Pragmatism	<ul style="list-style-type: none"> - take time to reflect and recognise when work needs to adapt to the reality of the situation - step in when a proportionate amount of work has been done and it is time to move on - streamline systems and seek to make the complex simple - take a balanced view and always consider the wider implications
Ambition	<ul style="list-style-type: none"> - challenge the status quo to create new and better ways of doing the things that matter - create opportunities to develop and inspire others to achieve their best - confidently own the vision and communicate it with clarity and enthusiasm - promote high expectations and set stretching goals
Purposeful	<ul style="list-style-type: none"> - commit to decisions and the delivery of what has been agreed - focus time and resources on outcomes and moving priorities forward - recognise when it is time to consult and when it is time to act - create a culture that will challenge, review, and improve norms of practice



LBU Leader - leadership qualities

The leadership qualities identified are aligned to three main areas of leadership activity and aim to encourage all colleagues to think about how they lead and how we can all make a contribution to achieving collective goals.

Leadership Qualities	
<u>Leading Self</u>	<ul style="list-style-type: none">• Energy and confidence to act• Open minded, flexible and curious to learn• Self-aware and resilient• Clarity of personal vision and principles• Values wellbeing and role models work-life balance
<u>Leading Others</u>	<ul style="list-style-type: none">• Trusts and is trusted• Sets clear boundaries• Supports others to deliver and to achieve their potential• Says how each person contributes to the agenda• Door opener and connects people• Give people space to take risks and innovate (not rules led)• Is visible and role models the values
<u>Leading the Agenda</u>	<ul style="list-style-type: none">• Horizon scanning, looking up and out• Line of connectivity - links Strategy, Operations and Feedback• Intentional in creating culture• Sees the whole organisation and breaks down silos• Creates simplicity from complexity