

The Sheffield Professional

Setting objectives

Statement	Objective	Positive behaviour	Development need
Playing our part – we care about doing the right thing for students and colleagues, valuing everyone’s contribution			
Being the best we can be	I talk regularly to the people I provide a service for (students/colleagues) to get feedback and think of ways to improve it.	Set up a number of systems (phone, email, Google + group) so that people could leave comments and suggestions then every month organise a team meeting to look at the feedback, celebrate where we have done well and try to make things better where necessary.	As long as no-one is coming to us with complaints the service we offer must be OK so just keep doing what we usually do and it should be good enough.
Creating opportunities for everyone	I ensure that everyone in the team has a chance to contribute by learning about what they’re good at and involving them in projects.	We had some new interns and trainees join our team so when I was taking part in their induction I spent time finding out about them and was able to get one of them to take on running our on-line community.	I think that it’s the manager’s job to organise the team so I just get on with what I’m told to do and wait for other people to do their bit.
Embracing and welcoming diversity	I recognise that colleagues have different needs and pressures and try to understand them and accommodate them in the way that I work.	One of my colleagues was observing the Ramadan fast and we always have a team lunch meeting once a month. I suggested that we change the time of the meeting that month so that they didn’t have to sit and watch us eat but could still contribute to the meeting.	I get easily frustrated by the fact that some of my colleagues don’t work on certain days and feel that we should do set things on set days and it’s their problem if they miss them.
Taking personal responsibility	I realise that I am part of a team which is helping the University to grow and succeed so look beyond my own immediate responsibilities whenever I need to.	A colleague from another team needed something doing urgently in order to get a submission in on time. They had already been passed to several people but the person who would normally deal with this request wasn’t around. Rather than pass them on or take a message I found the information they were looking for and got back to them personally.	I do my own job and get the things done which are in my job description but I don’t think it’s my responsibility to do things for other people in the team.

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One team – we create a working environment based on mutual respect, trust and team spirit			
Supportive of each other	I look for opportunities to create a better working environment by understanding those around me.	When we kept getting information through in the wrong format from another department I arranged to go and see them so that I could understand what they were working with and to explain what we needed. They were really pleased and we were able to compromise so that everything runs much more smoothly now and we have a good working relationship.	I get really annoyed when the information comes through in the wrong format and we all have a good moan together as a team about how good we are but how unhelpful and incompetent people are in other teams.
Collaborative	I enjoy working with people elsewhere in the University and finding out how we all connect with each other.	I have been attending the Juice boot camps and got to know some of the people from another Faculty. When one of our team went on maternity leave I suggested that one of them might want to apply as they worked in a very similar area and were looking for additional responsibility.	I don't think that people can move between different departments or Faculties within the University as everyone works in a very different way and we need to look after our own team.
Have fun together	I believe that it is important to enjoy going to work and spending time with colleagues working together to achieve our goals.	We used to receive departmental briefings and updating by email and not everyone read it or understood it. I suggested that we have a monthly get together and take it in turns to buy or make some cakes. It's become very popular and we invite guests such as heads of departments so that we all get to know each other better.	I don't think that you come to work to have fun or to get to know colleagues. You can't really enjoy being at work but save having fun for your friends.
Celebrate success	I think it's important that we all recognise each other's good work and say thank you.	I helped to set up a thank you, smiley face system which we all send to each other to remind ourselves to thank each other when someone has helped us out or done a particularly special job.	I don't believe that we need to thank each other for just doing our job. It should be up to the manager to say well done to people in the team.

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Creating knowledge – we are committed to developing our own knowledge and skills as well as supporting world class teaching and research			
Imaginative	I believe in looking beyond the tried and trusted methods to see if there are different ways of doing things.	I have been doing my job in the same way for years but using technology in my personal life to communicate with my children, who are travelling, opened my eyes to some unusual possibilities. I helped to set up a 'web wall' for new students, like my kids have done for me.	It's too difficult and time consuming to try new things out. We're a very big organisation so there are lots of processes and procedures to follow which makes it difficult to come up with new ideas which we probably wouldn't have the budget for anyway.
Inspired by working in excellence	I am proud to work for the University and understand the part I play in making it successful.	As a cleaner it is essential that I keep the University in sparkling condition because having a lovely environment helps to improve the experience of studying and working here. I also encourage other people to take pride in the appearance of university buildings.	As I am not an academic and I don't work directly with students it doesn't make any difference to me where I work. You can't expect me to be interested in what goes on elsewhere in the University.
Open to new ideas	I put good ideas into action and don't mind working differently to improve things.	Even though I'm really busy with my day to day tasks I know it's important for our department to improve and grow so I put aside a little time each week to help with future development work.	I am too busy with my daily work to get involved in projects which will change the way we work. Whenever we change anything it involves more work and the potential for things to go wrong so I try not to get involved.
Keen to learn and share knowledge	I happily share my skills and experience and I'm keen to learn new skills in return.	I decided to sign up for a Linked In group in my area which seemed to have some interesting conversations on the go. I found lots of really useful ideas and activity and decided to pass it on to colleagues so that we now take it in turns to monitor it so that it doesn't take up too much time.	I've been doing the same job for a long time now and it hasn't changed much so I don't know what I could learn that would help me. I don't have time to share what I know with other people. If they ask me to help them I find it easier to take it off people and do it for them – it takes too long to explain.

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Building trust – we consider other’s needs, taking pride in communicating in a straightforward and appropriate way			
Open and honest	Although some things are sensitive or confidential I always share as much as I can with people and let them know when I can’t tell them something.	I was helping to transfer some confidential information onto a new system and I accidently gave access to some people who shouldn’t have had it. I let my manager know straightaway and we told the people concerned who were very understanding and let us clean the information from their system.	I keep things to myself and let people find out for themselves. If I make a mistake I prefer not to say anything and hope people won’t find out or will think that someone else might be to blame.
Good listeners	I make time to hear what colleagues have to say, question them if I don’t understand and know when to act and when they just need me to listen.	I was very busy with a major project when my colleague came to me needing help. They were visibly upset but I knew I’d be letting the team down if I didn’t finish what I was doing. I explained that I needed to finish this task but I took a few minutes to focus on their problem and by making a quick call to another colleague I was able to get them to help better than I could have done and was able to resume my task.	When colleagues come to me with a problem I tell them to ask someone else or to come back on another day when I’m not so busy. I set out my work and don’t like to be interrupted by other people. Or/ I immediately drop what I’m doing and get involved in sorting out their problem which means I fail to deliver on the original task in time.
Effective communicators	I understand that different circumstances and people require different kinds of communication so I think about what will be most effective.	I had to have a very difficult conversation with a colleague about something which wasn’t going right. I tried to call or pop and see them but we kept missing each other. I knew it was something that needed a more personal communication so I used email to fix up a phone call at a convenient time when we could talk	I send out blanket emails to everyone when I want them to know about something and cc lots of people so if people say they don’t know about something they can’t blame me for not telling them.

		together and not rely on email.	
Prepared to challenge and to be challenged	I am prepared to speak up in a considered and informed way if I think something isn't right or colleagues are behaving in an inappropriate way.	Two of my colleagues were gossiping about a third colleague who had taken a lot of time off as their child was very ill. They were saying that work wasn't being done and they had to take on an unfair amount of extra work. I took the time to check whether this was true and then approached my manager to ask whether a plan could be drawn up to share the work around more fairly so that no-one had to take on too much extra to support this colleague at a difficult time.	When I see things which I don't think are right I complain about it to my friends and family outside work but I don't say anything to people at work except to join in the office gossip about something we don't like.