

# UNBC Ready to Lead

## Leadership Guidelines

We lead with **empathy** to create a culture of **compassion**  
We lead with **integrity** to create a culture of **accountability**  
We lead **inclusively** to create a culture of **belonging**  
We lead with **respect** to create a culture of **trust**  
We lead **supportively** to create a **people-centred** culture



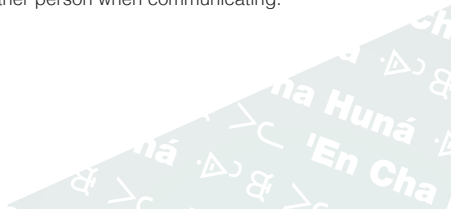
## We lead with **empathy** to create a culture of **compassion**

- Prioritize culture and people before outputs and metrics, knowing that doing so will lead to better outcomes.
- Learn peoples' needs and styles and communicate in the right timing, frequency, and method for them.
- Create opportunities for authentic human connection not focused on tasks or work.
- Demonstrate appreciation and gratitude by recognizing peoples' skills and contributions in the way they prefer to receive recognition.
- Demonstrate vulnerability before asking for it from others.



## We lead with **integrity** to create a culture of **accountability**

- Follow our words with actions by doing what we say.
- Model the courage to give the good news and the bad news.
- We make the right choice based on UNBC values and leadership guidelines, especially in difficult situations.
- Be consistent with actions and decisions in accordance with the guidelines and processes we've agreed to.
- Clearly communicate our own responsibilities to our team, peers, and leaders.
- Address issues and challenges in a timely manner with all those involved and affected.
- Operate from the premise that people are doing the best they can with what they have and seek to understand whether expectations are reasonable and skills or abilities are sufficient for what is being asked.
- Collaboratively seek solutions and alternatives to shortfalls and challenges while recognizing our own role and responsibility in the situation.
- Give credit to those who put in the work or brought forward the idea.
- Confirm understanding from the audience/ other person when communicating.



## We lead **inclusively** to create a culture of **belonging**

- Consider and respect all styles in how we approach and structure meetings and initiatives.
- Actively seek out diversity by asking who needs to be included and who is absent that should be present.
- Create the opportunity for all voices to be heard.
- Continually learn about our biases, acknowledge them and work on checking them.
- Acknowledge we don't have all the answers or information and actively seek ideas and advice from others.
- Promote a “coffee first” culture where we seek to create opportunities for connection between people from different backgrounds, styles, perspectives, experiences, and cultures and demonstrate curiosity and appreciation of those differences.



## We lead with **respect** to create a culture of **trust**

- Be honest, especially in difficult or uncomfortable situations.
- Proactively communicate all information, context, and rationale for priorities and decisions to all who have a role in or are affected by them.
- Give people the freedom and autonomy to make decisions, the grace to make mistakes without fear of repercussions or judgment, and the support to learn from and fix them.
- Demonstrate vulnerability by acknowledging our mistakes, areas for growth, and gaps in understanding.
- Start from the premise that people are well-intentioned.



## We lead **supportively** to create a **people-centred** culture

- Default to two-way and in-person or live communications, especially for important or difficult conversations. Email is for editing and follow up – for confirmation, not conversation.
- Celebrate progress and effort, not only success and outcomes.
- Ask for and implement feedback from others.
- Give regular feedback in the form of positive feedback or positive ideas.
- Proactively identify growth opportunities for team members, including the steps and resources along the path.
- When someone asks for your attention, be fully present and give your undivided attention by removing distractions.
- Default to coaching instead of directing by using active listening and thoughtful questioning to help people discover their own insights and solutions.
- Be curious and ask service-based questions that seek to understand and support like:
  - How can I support/help you?
  - What do you need from me?
  - How do you feel about this?
- Recognize strengths in the team and actively encourage and enhance them. Put people in situations and roles that speak to their strengths – regardless of title.