

# WORK WITH OTHERS



## 1. Interact professionally

Show consideration to others and professional collegial behaviour. Listen, give and receive feedback and respond perceptively to others. Engage effectively and in a goal-directed manner with other people in a professional setting, also involving staff supervision and leadership.

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"><li>• Listens to other people's ideas with no prejudice.</li><li>• Understands the value of collegial behaviour and works professionally and collaboratively.</li></ul>	<ul style="list-style-type: none"><li>• Asks colleagues for feedback, advice, and critical appraisal of own work.</li><li>• Embraces behaviours that foster effective and positive interactions with colleagues in a goal-oriented manner.</li></ul>	<ul style="list-style-type: none"><li>• Professionally interacts goal-oriented/productively with colleagues both in own and other disciplinary areas.</li><li>• Supervises and supports the development of less experienced colleagues.</li></ul>	<ul style="list-style-type: none"><li>• Communicates as peers with colleagues of any rank.</li><li>• Is recognised for own effective leadership style.</li></ul>

## 2. Develop networks

Develop alliances, contacts or partnerships, and exchange information with others. Foster integrated and open collaborations where different stakeholders co-create shared value research and innovations. Develop your personal profile or brand and make yourself visible and accessible in face-to-face and online networking environments.

<ul style="list-style-type: none"><li>• Understands the value of collaborative work.</li><li>• Builds and fosters working relationships with colleagues.</li><li>• Promotes oneself as collaborative and accessible.</li></ul>	<ul style="list-style-type: none"><li>• Contributes to multi- or cross-disciplinary collaborative teams.</li><li>• Develops collaborative networks, and actively includes colleagues in these.</li><li>• Makes use of face-to-face and online networking environments for promotion of own profile and research.</li></ul>	<ul style="list-style-type: none"><li>• Engages with stakeholders external of own institutions.</li><li>• Establishes strategic collaborations and partnerships to develop own research area.</li><li>• Encourages own institution to foster collaborative networks.</li></ul>	<ul style="list-style-type: none"><li>• Builds and leads collaboration partnerships within and outside own institution.</li><li>• Is an influential leader of large international consortia with academic and non-academic partners.</li></ul>
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## 3. Work in teams

Work confidently within a group with each doing their part in the service of the whole.

<ul style="list-style-type: none"><li>• Works within teams under supervision to produce research outputs.</li><li>• Appreciate the impact of own behaviour on teamwork.</li></ul>	<ul style="list-style-type: none"><li>• Recognises the importance of team leadership behaviours.</li><li>• Understands own priorities and those of own coworkers, creates a cooperative work environment, and thus optimizes the output of teamwork.</li></ul>	<ul style="list-style-type: none"><li>• Understands team dynamics and how to manage conflict and appraisal of team members.</li><li>• Leverages the strengths of different team members to achieve outstanding results.</li><li>• Is able to modulate own leadership for the best interest of the team.</li></ul>	<ul style="list-style-type: none"><li>• Enhances the transformative capacity of the organisation by recruiting, training, and building teams.</li><li>• Is known for building and leading successful teams</li></ul>
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## 4. Ensure wellbeing at work

Understand the links between work, physical and mental health and wellbeing. Be adequately informed about health promotion and disease prevention to take responsibility for the personal work situation considering the impact on others to create a healthy work environment.

FOUNDATIONAL	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"><li>• Understands the link between work, physical and mental health, and wellbeing.</li><li>• Uses support and advisory resources to avoid stress and pressure.</li><li>• Considers the needs of others.</li></ul>	<ul style="list-style-type: none"><li>• Maintains a leveled work-life balance.</li><li>• Is well informed about health promotion and takes responsibility for own work situation.</li><li>• Assists colleagues manage pressure and stress and contributes to a healthy work environment.</li></ul>	<ul style="list-style-type: none"><li>• Actively pursues and promotes work-life balance and tracks well-being issues at work, for self and team.</li><li>• Educates and consults other in the management of stress.</li></ul>	<ul style="list-style-type: none"><li>• Designs and implements policies on work-life balance and wellbeing in own organization(s).</li><li>• Influences policies on work-life balance and well-being at national and international level</li></ul>

## 5. Build mentor-mentee relationships

Mentor individuals by providing emotional support, sharing experiences and giving advice to the individual to help them in their personal development, as well as adapting the support and guidance to the specific needs of the individual and heeding their requests and expectations. Vice versa, as a mentee, seek support and advice provided by the mentor.

<ul style="list-style-type: none"><li>• Supports others through teaching and advisory activities.</li><li>• Acknowledges the importance of receiving mentoring, and actively seeks support and advice.</li></ul>	<ul style="list-style-type: none"><li>• Encourages less experienced colleagues to seek guidance and advice.</li><li>• Acts as a mentor to less experienced colleagues.</li></ul>	<ul style="list-style-type: none"><li>• Develops confidence and manages over-confidence in mentees.</li><li>• Engages with existing national and international mentorship programmes.</li></ul>	<ul style="list-style-type: none"><li>• Influences policies on mentor-mentee relationships.</li><li>• Nurtures talents, identifies hidden potential in mentees, and contributes to the development of outstanding and resilient researchers.</li></ul>
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## 6. Promote inclusion & diversity

Promote and ensure equality and diversity management, in words as well as in actions and conduct. Guide and advise colleagues about how to work in diverse teams and contexts.

<ul style="list-style-type: none"><li>• Appreciates the importance of diversity and how it benefits complex research projects.</li><li>• Is open-minded about diverging perspectives, and sensible and respectful to individual differences.</li><li>• Understands diversity and equality requirements of institutions.</li></ul>	<ul style="list-style-type: none"><li>• Actively works with diversity projects.</li><li>• Keeps up to date on research and findings about the benefits and challenges of working with diversity.</li><li>• Works exclusively in teams and collaboration partnerships that respect inclusiveness and diversity</li></ul>	<ul style="list-style-type: none"><li>• Advises and mentors less experienced colleagues about working with diversity.</li><li>• Actively promotes equality and diversity standards at the institution.</li></ul>	<ul style="list-style-type: none"><li>• Influences policy on diversity and equality standards.</li><li>• Is known for managing diversity and equality in an exemplary way in projects and institutions.</li></ul>
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