



The 'big conversation'

November 2019

www.cranfield.ac.uk

Introducing us



Jane Kelly

Head of Talent and Development



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Head of Internal Communications

Today's session

- Why we chose to articulate 'what we value'
- Initial concept
- The 'big conversation' – what it was, how it evolved and how we made it happen
- Rolling out our shared values
- Embedding them
- Measures of our success

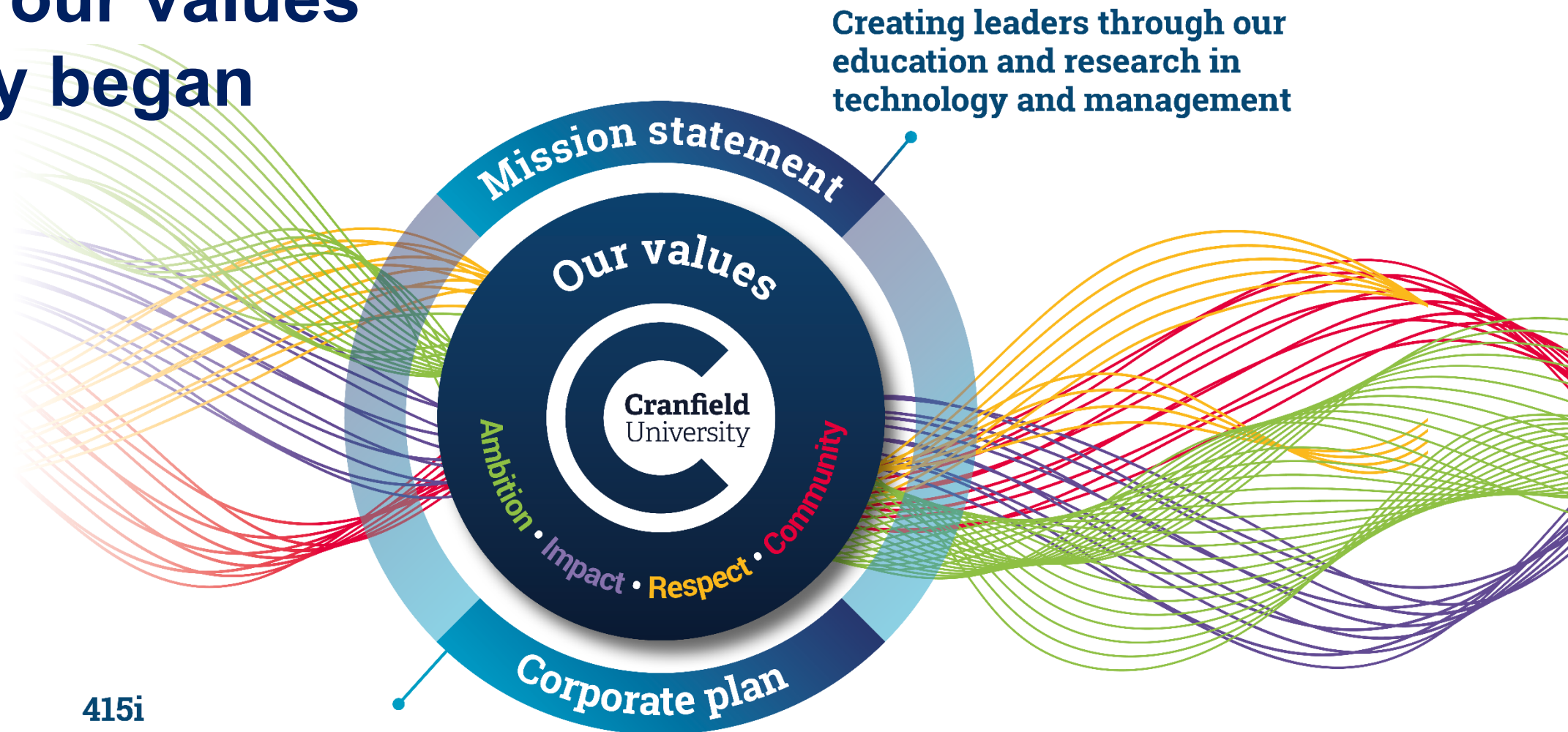
‘What we value – the role we all play’



ABI HULL
HR Administrator



Where our values journey began



415i

- 4** - 400 fully research-active staff
- 1** - deliver a UK top 10 learning experience
- 5** - achieve a 5% operating surplus
- i** - impact, influence, international

The initial concept

- Buy-in from the top, but not a top-down project
- Engagement with colleagues at all levels and across job families
- Significant consultation
- Credible as a piece of research
- Capturing authentic voice of Cranfield

Getting the 'conversation' started

- Small project group – HR and comms
- Facilitator model – academic & professional services staff of all levels
- Aim: facilitator to ambassador
- Key to success – being flexible

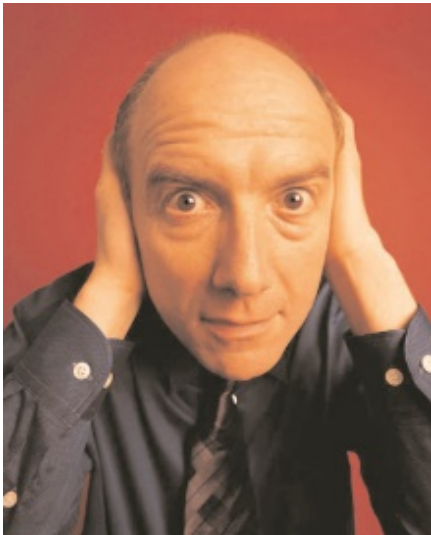
The 'big conversation'

- Hour-long sessions
- All staff invited to attend over five-weeks
- Open and honest discussions
- Drawing out what we value through a series of fun, engaging and revealing exercises
- Rich feedback
- Level of engagement hadn't taken place for many years
- "Best meeting I've been to in 15 years!"



Activities

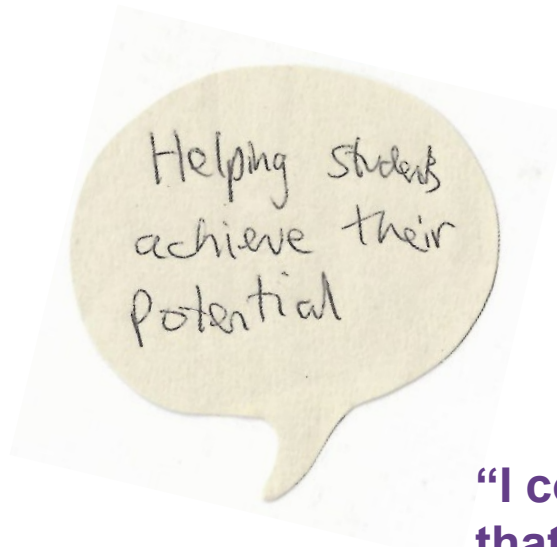
- What does it feel like to work here?
 - Using pictures to show Cranfield at its **best** and **worst**



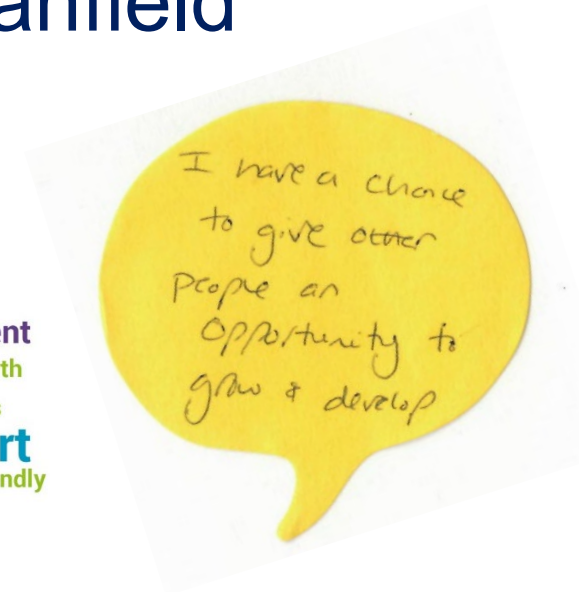
Activities – Three questions

- What are you **most proud** of in being part of Cranfield?
- What makes you **remain loyal**, even through tough times?
- What would you **say “no” to** or what should Cranfield University say “no” to?

“The team that I work with - we all have each other's back and trust each other.”



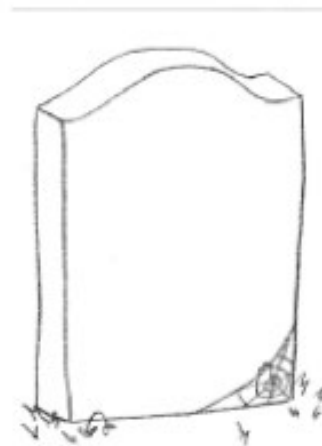
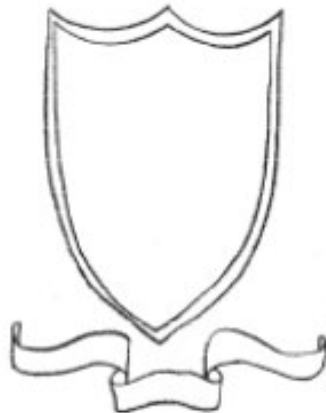
A word cloud centered around the word "Work". Other words include: Students, Team, Support, Opportunities, Colleagues, People, Role, Development, Belonging, Environment, Growth, Relationships, Friendly, Flexibility, Interesting, Future, Balance, Progression, Salary, Benefits, Pension, Contribution, Enjoy, Difference, Jobs, and Development.



“I continue to feel that I can make a difference and that my contribution is recognised and valued”

Activities

- If Cranfield died tomorrow, what would its **epitaph** be?
- In three year's time we win an **Award for Outstanding Contribution** - what would it say on the award?



Proud of what
Cranfield stands
for, what it has
achieved and is
still achieving.

EVEN IN
TOUGH TIMES,
WE WORK
TOGETHER TO
TURN IT
AROUND

"When we come together,
barriers get broken down."

"There is a can-do attitude
that shines through, which
we mustn't lose or diminish."

**"Being a part of my team keeps me
loyal and knowing that at the heart of
my actions are students and future
students who will go on to impact
many lives."**

My work is
enhanced by the
diversity of the
people I work
with and teach

"We're agile, we're open
to new ideas, we're
responsive, we're flexible."

Being given
the opportunity
to innovate –
that's a very
precious freedom

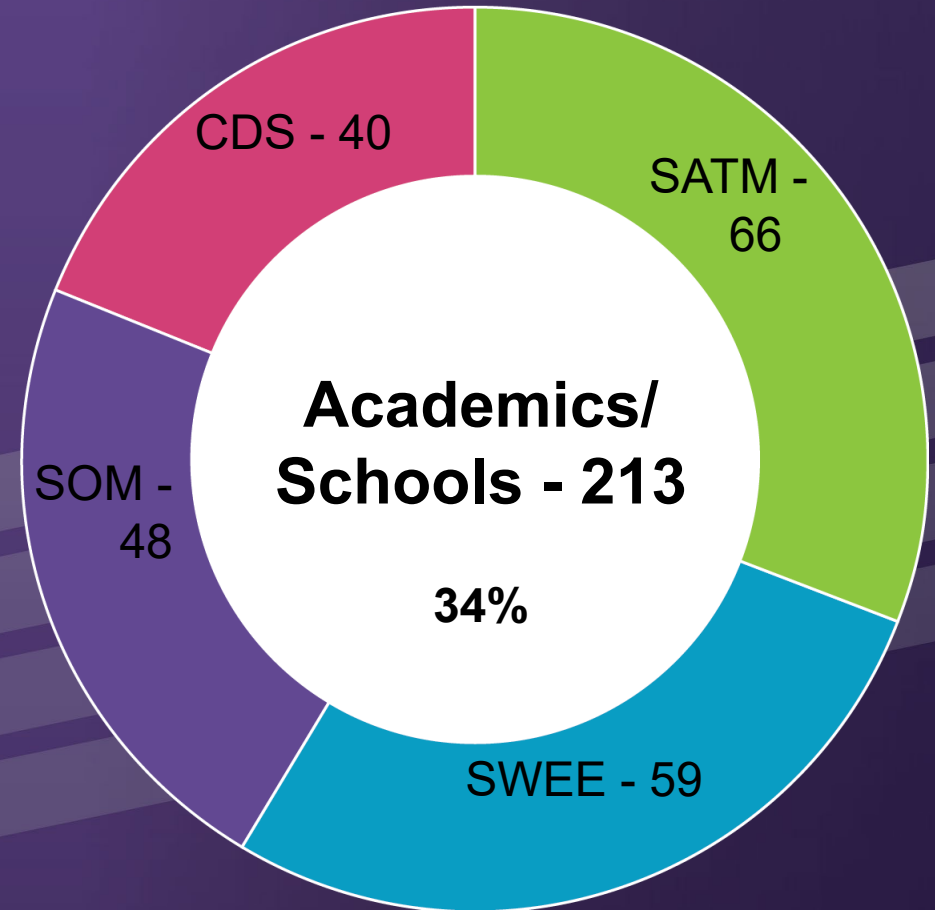
Taking part in the 'big conversation'

700+ participants

35 sessions

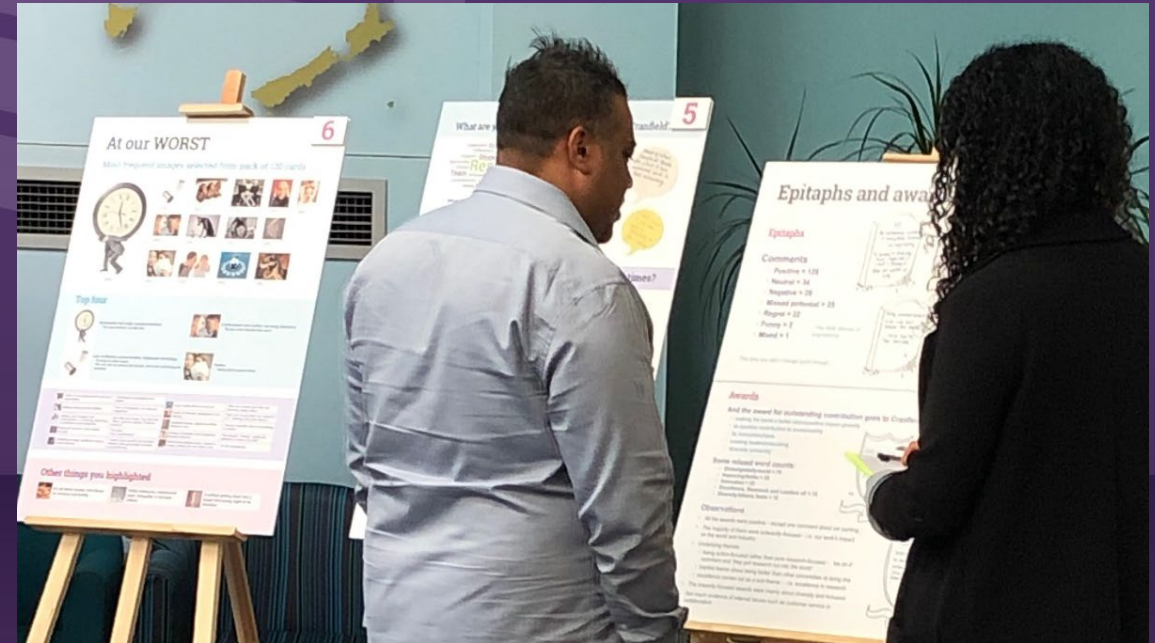
32 Academic/PSU
facilitators

Taking part in the 'big conversation'



Validating what we heard

- Importance of playing back what we heard
- Open and honest feedback
- Challenged one another
- Expanded sounding board



Ambition

We aim high. We do all we can to achieve excellence.



Impact

We change people's lives. We make the world a better place.



Respect

We value everyone's expertise. We support each other.



Community

We build and cherish our Cranfield community. We embrace diversity.



What we value

We produced **a guiding framework** of what we value, with an explanatory high-level statement in each case.

Each statement of what we value is underpinned by **four behaviours**, backed up by **authentic quotes** from colleagues.



2019 kicked off the University-wide big conversation about what we value.

You got involved, and together we developed our four values:

- **Ambition,**
- **Impact,**
- **Respect** and
- **Community.**

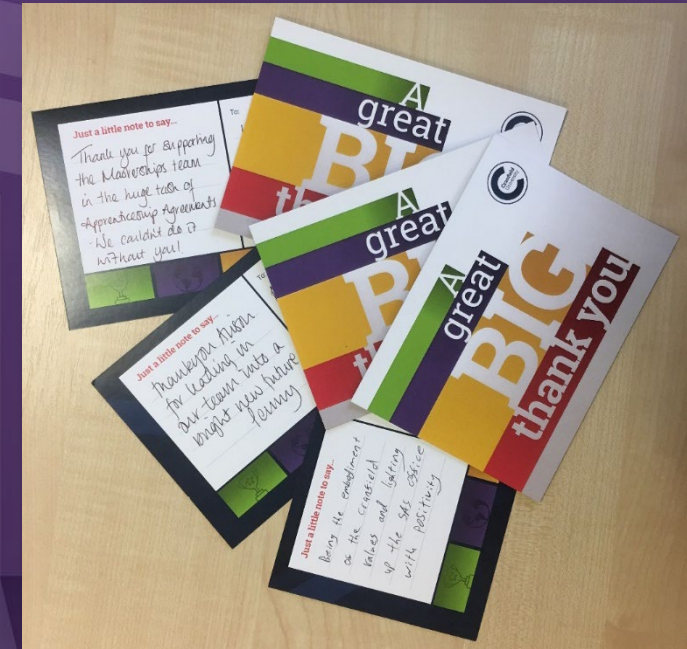
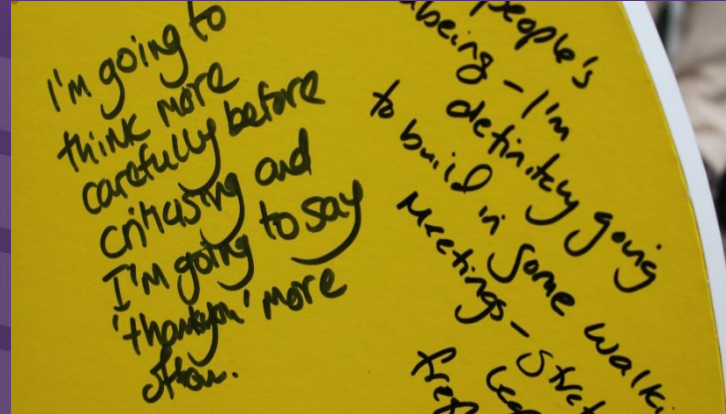
But the conversation doesn't stop here. It's just the beginning...

We each play our part in making a difference

"It was humbling to win the Student Choice Award for my support and delivery of training for students. I wanted them to leave Cranfield knowing that help was available to them if they needed it. For them to recognise me for that – wow!"

Community launch event

**Thank you for
all your input -
amazing things
can happen
when we all
pull in the
same direction.**





Embedding and keeping alive

1

Integrated into our recruitment process

2

Feature in induction process and training and development sessions

3

Part of our annual performance review process

4

Now part of our promotion criteria and features in pay awards

5

Managers as role models/advocates; equip to have conversations

6

Show values in action; reinforce through our communications

7

Values questions feature in our pulse surveys

Creating a place where we all belong

“I think values are important as it helps people understand what's the thing that unifies us as a community.”



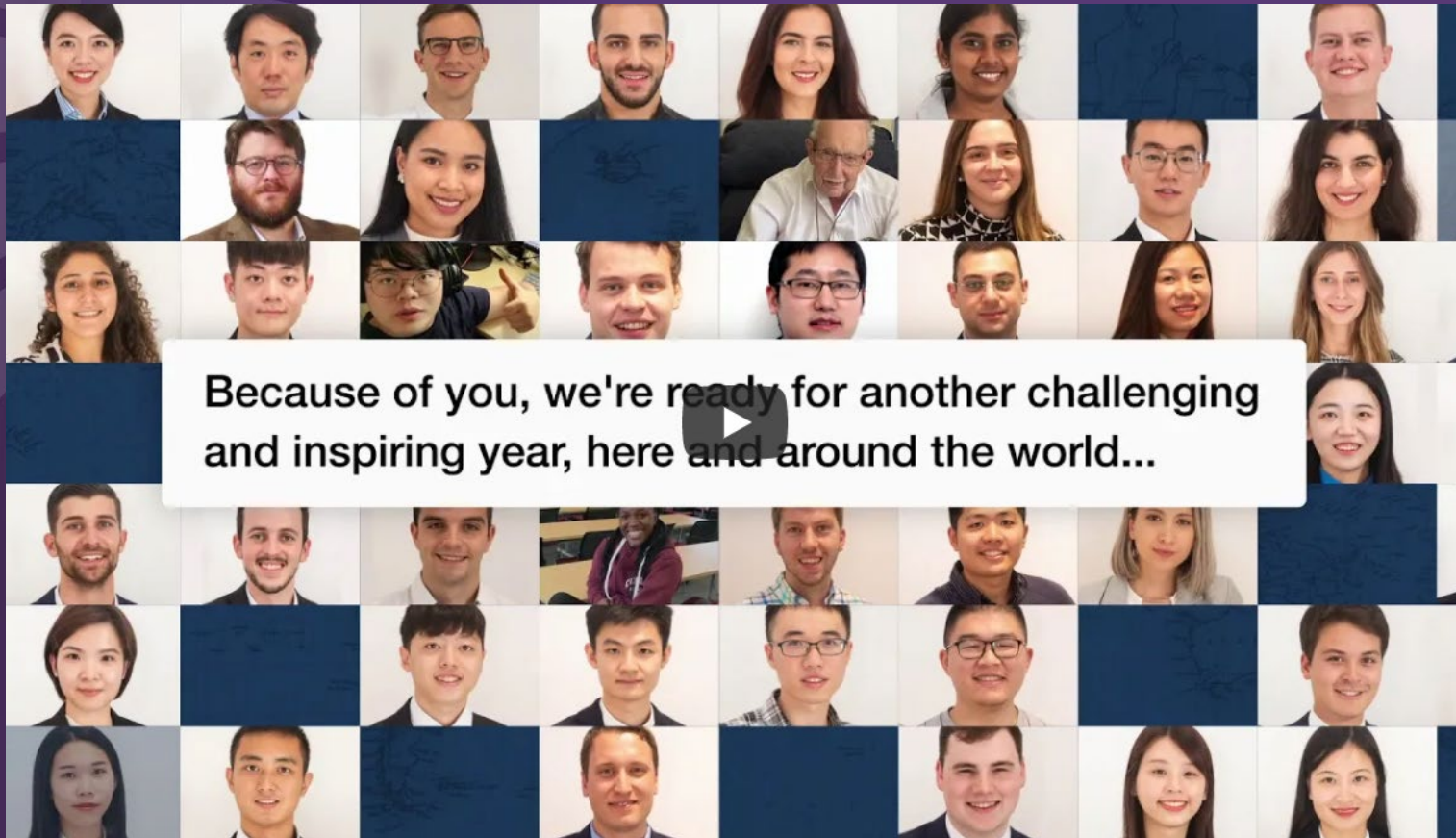
“I have a strong sense of being part of a Cranfield family, and one of the biggest joys of that is how diverse we are.”

“It's my absolute honour to be a member of the Cranfield Community” – from blog of MSc student Abhigyan Nath

Where are we now?

- 2020/21 plan of activities
- Evidence in performance reviews
- Day-to-day language
- Referencing our values
- Survey feedback
- Priority to projects underpinning values
- Values attracting job applicants

#CranfieldCommunity



“I have a strong sense of being part of a Cranfield family, and one of the biggest joys of that is how diverse we are.”



Chhaya Jones Assoc CIPD • 1st
HR Business Partner at Cranfield University
1mo • Edited •

"after clouds, light"

I feel so proud to work for an organisation who has come together and demonstrated the [#Cranfield](#) University [#values](#) of [#ambition](#), [#impact](#), [#respect](#), and in this case, above all, [#community](#).

“It’s my absolute honour to be a member of the Cranfield Community” – from blog of MSc student Abhigyan Nathc

Questions?

Please use the chat function
or get in touch with us at:

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