

The Ten Characteristics — At a Glance¹

A summary card for university faculty

#	Characteristic	What it asks of us
1	Recognise plurality	<i>Strength comes from many forms of work, not all of them visible.</i>
2	Preserve dignity in language	<i>Speak about issues, not about character.</i>
3	Separate issue from person	<i>A lapse is something to fix, not a verdict on the colleague.</i>
4	Judge carefully	<i>Ask before concluding; context is almost always more layered.</i>
5	Correct with dignity	<i>Be clear about the gap; do not diminish the person.</i>
6	Build dignified accountability	<i>Rooted in shared purpose, not surveillance.</i>
7	Encourage consultation	<i>Decisions strengthen when colleagues are heard.</i>
8	Avoid informal judgements	<i>Concerns belong in process, not in corridors.</i>
9	Maintain boundaries	<i>Fairness must not only be practised; it must be visible.</i>
10	Build community without sameness	<i>Hold people together through trust, not uniformity.</i>

Two quick checklists

<p>Before you speak about a colleague</p> <ul style="list-style-type: none"> <input type="checkbox"/> Would I say this if they were here? <input type="checkbox"/> Am I describing an issue, or judging a person? <input type="checkbox"/> Have I asked them their side? <input type="checkbox"/> Is this the right channel — or a corridor? 	<p>Before you conclude</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are the facts I actually have? <input type="checkbox"/> What information might I be missing? <input type="checkbox"/> Was the expectation clearly communicated? <input type="checkbox"/> Is this isolated, or a pattern?
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Five small disciplines worth practising

- The overnight rule — emails written in frustration wait until morning.
- Speak about the work, not the worker.
- Ask one more question before forming a view.
- If you would not say it in the room, do not say it in the corridor.
- Acknowledge contributions you do not usually notice — especially across schools.

RV University — An institution still being formed by what we choose to practise.

¹ All interpretations, decisions, and final wording reflect the author(s) judgment.

Disclaimer: Personal opinions do not reflect those of our employer & drafted in my capacity as Vice Chancellor for internal use; shared here as personal reflection, not institutional policy.