

Inspiring shared purpose

Strong: Taking personal risks to stand up for the shared purpose

Do I have the self-confidence to question the way things are done in my area of work?

Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?

Do I support my team or colleagues when they challenge the way things are done?

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Leading with Care

Strong: Providing opportunities for mutual support

Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users?

Do I help create the conditions that help my team provide mutual care and support?

Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for service users?

Evaluating Information

Strong : Thinking creatively

Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?

Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work?

Do I creatively apply fresh approaches to improve current ways of working?

Connecting our Service

Strong: Adapting to different standards / approaches outside my organisation

Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas?

Am I flexible in my approach so I can work effectively with people in organisations that have different standards and approaches from mine?

Do I act flexibly to overcome obstacles?

<u>Sharing the vision</u> Proficient : Creating clear direction Do I help people to see the vision as achievable by describing the ‘journey’ we need to take? Do I use stories and examples to bring the vision to life? Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?	<u>Engaging the team</u> Strong: Co-operating to raise the game Do I enable my team to feed off each other’s ideas, even if there is a risk the ideas might not work? Do I encourage team members to get to know each other’s pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched? Do I offer support and resources to other teams in my organisation?
<u>Holding to account</u> Strong: Challenging for continuous Improvement Do I constantly look out for opportunities to celebrate and reward high standards? Do I actively link feedback to the overall vision for success? Do I notice and challenge mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain?	<div><u>Influencing for results</u> Strong : Developing collaborative agendas and consensus Do I use ‘networks of influence’ to develop consensus and buy-in? Do I create shared agendas with key stakeholders? Do I use indirect influence and partnerships across organisations to build wide support for my ideas? Do I give and take?</div> <div><u>Developing capability</u> Proficient: Taking multiple steps to develop team members Do I explore and understand the strengths and development needs of individuals in my team? Do I provide development opportunities for other people through experience and formal training? Do I look for and provide regular positive and developmental feedback for my team to help them focus on the right areas to develop professionally?</div>