**LEADERSHIP QUALITIES FRAMEWORK SELF ASSESSMENT EXERCISE**

There are twelve qualities within this Leadership Framework covering a range of **personal, cognitive, and social qualities**. They are arranged in three “clusters” colour coded to make them easier to review – Personal Qualities, Setting Direction and Delivering the Service, as below.

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| **1. Personal Qualities (4)** | ***Self belief, self awareness, self management, and personal integrity*** |
| **2. Setting Direction (4)** | ***Seizing the future, broad scanning, political astuteness and drive for results*** |
| **3. Delivering the Service (4)** | ***Leading change through people, holding to account, empowering others, and collaborative working*** |

* The idea of this exercise is to go through the 3 clusters of qualities and self assess yourself against each of the qualities
* Make a note in each one (however briefly) on the positives or strengths you have in this area
* Next identify the developments or weaknesses in each area, bearing in mind that you are likely to have a number of strengths, but also some development areas (all Leaders have Achilles heels; the good ones know about them!)
* If you want to, you can add in the column at the end an overall score ranging from 1-4; 1= doubts own capability, 2= registers some of the characteristics, 3= registers many of the characteristics, 4= demonstrates excellent practice and role modelling in this area
* Where there are particular points that come up, complete the box on the extreme right hand side highlighting any ideas or actions you have to work on particular areas
* Finally list at the end of the document the key conclusions, and any actions that occur to you, that you want to discuss with your Coach
1. Personal Qualities

***The personal qualities and values are at the core of The Framework. The scale and complexity of today's change agenda and the level of accountability means that leaders need to draw deeply upon their personal qualities to see them through the demands of the job***

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|  **QUALITIES** | **POSITIVES** | **DEVELOPMENT AREA** | **SCORE 1-4****HIGHLIGHT ANY IDEAS/ACTIONS** |
| **1.1 SELF BELIEF**A positive ‘can do’ sense of confidence which enables you to be a shaper rather than a follower, even in the face of opposition (e.g. relishing a challenge, standing up for what you believe in) |  |  |  |
| **1.2 SELF AWARENESS**A high degree of self awareness. You know your own strengths and limitations, and use failure or misjudgement as an opportunity for learning (e.g. awareness of own emotions and personal impact on others |  |  |  |
| **1.3 SELF MANAGEMENT**You are able to pace yourself, staying for the long haul when necessary. Self management,supported by emotional self awareness enables you to regulate your behaviour, even when provoked (e.g. tenacious and resilient in the face of difficulty, coping with an increasingly complex environment |  |  |  |
| **1.4 PERSONAL INTEGRITY**You bring a sense of integrity to what you do that helps you to deliver to the best of their abilities (e.g. believing in a set of key values borne out of broad experience of and commitment to the service, acting as a role model for public involvement |  |  |  |

1. setting direction

***The outstanding leader sets a vision for the future, drawing on their political awareness of the health and social care context. This political astuteness and their vision for the future is underpinned by Intellectual flexibility. Coupled with Drive for results, this sense of seizing the future is key in inspiring and motivating others to work with them.***

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|  **QUALITIES** | **POSITIVES** | **DEVELOPMENT AREA** | **SCORE 1-4****HIGHLIGHT ANY IDEAS/ACTIONS** |
| **2.1 SEIZING THE FUTURE**Acting now to shape the future. You are motivated to take action to achieve a different future (e.g. using your insights into the broad strategic direction to help shape andimplement the approaches and culture in your organisation) |  |  |  |
| **2.2 BROAD SCANNING**Demonstrate high levels of seeking and networking for information. By keeping abreast of developments, both locally and nationally, you are best positioned to shape the vision for a service or organisation as well as understand how to influence others (e.g. making it a priority to know about how services are being delivered, having systematic ways of informing yourself about key developments) |  |  |  |
| **2.3 POLITICAL ASTUTENESS**You demonstrate a political astuteness about what can and cannot be done in how youset targets and identify service improvements (e.g. Knowing who the key influencers are – both internally and externally to the organisation – and how to go about involving them, as required, being attuned to strategy and policy at a national and local level |  |  |  |
| **2.4 DRIVE FOR RESULTS**You are motivated to transform the services for clients and thereby to improve quality (e.g. setting ambitious targets which may exceed the minimum standard required, focusing your own, and others’, energy on what really makes a difference) |  |  |  |

1. delivering the service

***High performing leaders provide leadership across the organisation as well as the wider health and social care context to make things happen – to deliver service results. They use a range of styles which challenge traditional organisational boundaries and ways of working and emphasise integration and partnership. The very best of these leaders at senior levels also help to shape national policy.***

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|  **QUALITIES** |  **POSITIVES** | **DEVELOPMENT AREA** | **SCORE 1-4****HIGHLIGHT ANY IDEAS/ACTIONS** |
| **3.1 LEADING CHANGE THROUGH PEOPLE**You are focused on articulating the vision with compelling clarity, keeping the focus on change and inspiring others to be positive in their support of service improvement (e.g. gaining the support of others by ensuring that they understand the reasons behind the change, encouraging others, especially front line staff, to find new ways of delivering and developing services) |  |  |  |
| **3.2 HOLDING TO ACCOUNT**You have a strength of resolve that you can use in both holding others to account, as well as being held to account, for targets to which you have agreed (e.g. insisting upon improved performance if standards are slipping, holding people to account for what they have agreed to deliver) |  |  |  |
| **3.3 EMPOWERING OTHERS**You support the long-term capability of your own and other organisations that is essential for future development of services by empowering others (e.g. being able to spot potential and support the development of people across the organisation, engaging and involving users in service improvement) |  |  |  |
| **3.4 COLLABORATIVE WORKING**You work with a wide range of internal and external stakeholders and understand that truly collaborative working is therefore essential (e.g. understanding and being sensitive to diverse viewpoints, striving to create the conditions for successful partnership working) |  |  |  |

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|  **KEY CONCLUSIONS AND ACTIONS FROM THE EXERCISE** **(Please list at least 5-6 key conclusions that you have made from your self assessment exercise, and any ideas and actions that you think you need to work on)** |