

Example Leadership Competence Framework

Competencies	Level 1 Aware	Level 2 Able	Level 3 Skilled	Level 4 Expert	Initial Evaluation	Evidence	Development	Key measures targeted
The Role of the Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Aware of the impact that security, respect and fulfilment play on fairwork practices <input type="checkbox"/> Understands the role of a people manager and the importance of trust and respect in maintaining working relationships 	<ul style="list-style-type: none"> <input type="checkbox"/> Enables participation and involvement of team members in planning and organisation of work <input type="checkbox"/> Aware of own strengths and weaknesses in people management 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses techniques for encouraging creativity and problem solving with teams <input type="checkbox"/> Improves own and staff skills 	<ul style="list-style-type: none"> <input type="checkbox"/> Delegate authority to team members for daily operations and decision making activities <input type="checkbox"/> Work to continually improve people management skills linked to organisation's goals 	2.0			Leadership
Empowering Individuals and Teams	<ul style="list-style-type: none"> <input type="checkbox"/> Recognise that people are motivated in different ways and aware of factors which motivate and demotivate individuals <input type="checkbox"/> Aware of unconscious bias, "group think" and the value in diversity 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to identify individuals different motivational needs and responses. <input type="checkbox"/> Make opportunities for teams and individuals to contribute 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to take steps to empower individuals including autonomy, skill diversity and feedback on results <input type="checkbox"/> Plan jobs and development to make the most of motivating factors. 	<ul style="list-style-type: none"> <input type="checkbox"/> Encourage and support people to take decisions autonomously, take a lead and make the best use of their abilities. <input type="checkbox"/> Set motivational goals and provide effective feedback as part of management approach 	2.0			Teamwork
Communication, Influencing and Assertiveness	<ul style="list-style-type: none"> <input type="checkbox"/> Aware of key factors when planning to communicate with individuals and team members. <input type="checkbox"/> Know when and how to accept the opinions, values and will of others and when to assert own values 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses appropriate methods to communicate and influence including assertive approaches where required <input type="checkbox"/> Influence people to achieve identified objectives 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses two way communication techniques where required. <input type="checkbox"/> Work to achieve win-win situations 	<ul style="list-style-type: none"> <input type="checkbox"/> Actively listens and clarifies potential gaps to ensure that a high degree of understanding is achieved by all parties <input type="checkbox"/> Lead group meetings effectively ensuring balanced input and clarification 	2.0			Communication
Coaching & Delegation	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the stages of the learning cycle and barriers to learning <input type="checkbox"/> Understands the impact of different training techniques and the importance of experience 	<ul style="list-style-type: none"> <input type="checkbox"/> Plans basic coaching opportunities within team and provides basic training and feedback <input type="checkbox"/> Provides a mix of instruction, demonstration and experience during individual sessions 	<ul style="list-style-type: none"> <input type="checkbox"/> Set goals and provide development opportunities and identify barriers to learning. <input type="checkbox"/> Encourages and challenges colleagues to achieve performance levels 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to get individuals to take personal responsibility for their own development and improvement. <input type="checkbox"/> Enables colleagues to achieve full potential 	3.0			Leadership
Managing Individual Performance	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the role of formal appraisals within the performance management process <input type="checkbox"/> Understand how to obtain and update appraisal documents 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to conduct formal appraisal and informal performance discussions <input type="checkbox"/> Set goals and provides feedback to individuals on their performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Negotiates goals and priorities with job holders <input type="checkbox"/> Deals with under performance in a way that avoids conflict and improves performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify rewards for high performing individuals beyond pay <input type="checkbox"/> Set stretch goals for individuals and support them between formal appraisals 	2.0			Performance Management
Creating a Culture of Innovation	<ul style="list-style-type: none"> <input type="checkbox"/> Understand where innovation comes from <input type="checkbox"/> Understand own role in innovation and behaviours to remove barriers that prevent ideas and creativity 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to encourage teams and individuals to generate ideas <input type="checkbox"/> Describe key stages in the creative and innovation processes 	<ul style="list-style-type: none"> <input type="checkbox"/> Able to take team and individual ideas to full plan / business case <input type="checkbox"/> Able to manage individuals input including working with initial ideas and providing feedback 	<ul style="list-style-type: none"> <input type="checkbox"/> Take steps to identify and limit barriers to innovation at team and individual level <input type="checkbox"/> Recognise and manage risk in innovation 	2.0			Direction
Personal Reflection and PDP Planning	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the importance of planning and reflection in building competence and resilience <input type="checkbox"/> Understand how to obtain and use feedback within the PDP planning process 	<ul style="list-style-type: none"> <input type="checkbox"/> Completes periodic review of ongoing requirements <input type="checkbox"/> Clearly documents goals and reviews in line with organisations' requirements 	<ul style="list-style-type: none"> <input type="checkbox"/> Proactively plans developments and sets development goals <input type="checkbox"/> Obtain feedback on competence from different colleagues 	<ul style="list-style-type: none"> <input type="checkbox"/> Share knowledge, skills and improvements to practice with colleagues where it is likely to be of benefit <input type="checkbox"/> Inform relevant individuals and use appropriate systems to report and address factors that impact negatively on own practice 	2.0			Performance Management

