

## Example Leadership Competence Framework

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