# **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?

### **Leading with Care**

**Connecting our Service** 

side my organisation

# 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?

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# **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?

# Strong: Adapting to different standards / approaches out-

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?

#### **Sharing the vision**

#### **Engaging the team**

#### **Proficient: Creating clear direction**

#### **Strong: Co-operating to raise the game**

'journey' we need to take?

Do I help people to see the vision as achievable by describing the 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 use stories and examples to bring the vision to life?

Do I encourage team members to get to know each other's pres-

Do I clearly describe the purpose of the job, the team and the or- sures and priorities so that they can co-operate to provide a seam-

less service when resources are

ganisation and how they will be different in the future?

# **Influencing for results**

stretched?

# Strong: Developing collaborative agendas and consensus

Do I offer support and resources to other teams in my organisation?

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?

# **Holding to account**

# **Strong: Challenging for continuous**

# **Improvement**

high standards?

Do I constantly look out for opportunities to celebrate and reward

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?

# **Developing capability**

# **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?