



Values, attitudes and behaviours are essential to good leadership - this is what the six leadership capabilities focus on.

Each capability is described across three **stages of progression**:

1. **emerging** leadership is about demonstrating leadership potential
2. **established** leadership can be consistently demonstrated in practice
3. **accomplished** leadership is about providing a model of good leadership to which others can aspire.

The stages will help you to recognise that your leadership capabilities are developing and provide evidence to support this. The stages should be completed in order so to be at the accomplished stage you should aim to demonstrate evidence of the emerging, established and accomplished stages. The stages of progression are not related to tiers within an organisation. As a corporate or strategic leader it is important to recognise that those who work in your service or organisation do not need to be in a formal leadership or management role to demonstrate accomplished leadership.

There are **indicators** for each stage which suggest some ways you could evidence the leadership capability. Each line of indicators has a theme which is described in the column on the left. The indicators are a guide and the type of evidence you use will depend on your role.

Links to the Continuous Learning Framework

The Continuous Learning Framework (CLF) has 13 personal capabilities which focus on how social service workers manage themselves and their relationship with others in the workplace. There are many links between these and the leadership capabilities. Some of the indicators for the leadership capabilities have been taken from the CLF, sometimes with some minor changes to the wording to align with other leadership capability indicators. If the indicator comes from the CLF, it will be in purple text and the personal capability of the CLF it has come from will be in brackets.



Vision – seeing what is possible for individuals, families and communities now and in the future

| Theme of indicator | Emerging | Established | Accomplished |
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| Seeing how best to make a difference | I can see how the lives of the people who use the service, their families and the community could be better and how I and the service/organisation can best make a difference. | I work in partnership with individuals and families, staff, managers, partner organisations and the community to develop a clear vision and goals for the service/organisation and plans to achieve them. | I work in partnership with a wide range of stakeholders to develop a shared vision, goals and plans to improve outcomes for people who use the service, their carers and the local community. |
| Communicating and promoting ownership of the vision | I take lead responsibility for communicating and promoting ownership of my vision for the service/organisation to people who use the service and their carers, staff, managers and colleagues. | I take lead responsibility for communicating and promoting ownership of the service/organisation's vision for individuals, families and the community to a wide range of stakeholders. | I collaborate effectively with strategic/corporate leaders in partner organisations to communicate and promote ownership of our shared vision to improve outcomes for service users, carers and the local community to a wide range of stakeholders. |



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| <p>Promoting a public service ethos</p> | <p>I have a public service ethos which puts outcomes for individuals, families and the community first. (this closely links to CLF: Awareness of the wider context – Established)</p> | <p>I take lead responsibility for promoting social service values and make sure that the vision for the local community maintains a focus on outcomes for vulnerable children and adults.</p> | <p>I am confident to actively promote the capacity of social services to make a significant difference to outcomes for people who use services and to society as a whole. (CLF: Confidence – Exemplary)</p> |
| <p>Thinking and planning strategically</p> | <p>I understand the challenges and opportunities affecting the organisation and am able to see these from a range of perspectives including those of people who use services and their carers, colleagues and managers. (CLF: Awareness of the wider context – Accomplished)</p> | <p>I work with others within and outwith my service to influence how changes in the wider context are implemented to achieve better outcomes for the individuals, families and communities I support. (CLF: Awareness of the wider context – Exemplary)</p> | <p>I embed approaches to organisational development in my everyday practice and seek to build a learning organisation which treats people with dignity and respect. (CLF: Awareness of the wider context – Exemplary)</p> |



Self-leadership – recognising, exercising and improving own leadership

| Theme of indicator | Emerging | Established | Accomplished |
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| Demonstrating and adapting leadership | I recognise the importance of leadership in my own role and I believe I can develop this further. | I can adapt my leadership style to take account of the requirements of the context and the needs of individuals. | I successfully adapt my leadership style, skills and abilities to achieve the best outcomes for individuals, families and the community and to effectively support staff and managers and work in partnership with other organisations. |
| Improving own leadership | I reflect on my leadership approach and seek advice and support to improve. (CLF: Leadership – Established) | I actively seek feedback from others, including people supported by the service and those who care for them, and use research and evidence to improve my leadership. (CLF: Leadership – Accomplished) | I am aware of my own leadership style, strengths and areas for development and seek to improve my leadership capabilities through critical reflection using feedback from a range of sources including people who use services and their carers, staff, managers and colleagues both within and outwith the organisation. |



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| <p>Enabling intelligent risk-taking</p> | <p>I can see where taking intelligent risks at strategic level, through a sound approach to risk assessment and risk management, could improve outcomes for individuals, families and the community.</p> | <p>I enable staff and managers to take intelligent risks, through a sound approach to risk assessment and risk management, and promote a workplace culture which encourages and supports professional autonomy.</p> | <p>I use research and evidence to assess, manage and evaluate the strategic management of risk.</p> |
| <p>Demonstrating and promoting resilience</p> | <p>I persist in influencing positive change in the organisation and use a variety of strategies to overcome obstacles.</p> | <p>I have developed a range of strategies to build my own resilience and to support others to be resilient. (CLF: Resilience – Accomplished)</p> | <p>I am persistent and creative in my approach to achieving successful outcomes at individual and organisational levels. (CLF: Resilience – Exemplary)</p> |



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| <p>Challenging discrimination and oppression</p> | <p>I am aware of the relationships between individual, institutional and structural discrimination and consistently challenge all forms of oppression.</p> | <p>I build in processes of evaluation to monitor how effective the organisation is in relation to anti-discriminatory practice.</p> | <p>I use research and evidence to identify effective approaches to anti-discriminatory and anti-oppressive practice within the organisation and across organisational boundaries.</p> |
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Motivating and inspiring others

| Theme of indicator | Emerging | Established | Accomplished |
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| Inspiring people by personal example | I model positive leadership behaviours that inspire enthusiasm and confidence in others and motivate them to achieve identified goals both within the organisation and collaboratively across organisational boundaries. | I actively share leadership, learning and ideas with people supported by my service and those who care for them, with colleagues in my service, with partners in other organisations and with wider communities. (CLF: Leadership – Exemplary) | I lead the development of an organisational culture which supports leadership at all levels and model the values and behaviours needed to achieve it. |
| Recognising and valuing the contribution of others | I am able to motivate and lead others to achieve identified goals and make best use of their individual and collective abilities. (CLF: Leadership – Accomplished) | I can lead on areas of work while bringing others with me and supporting them to feel valued for their contributions. (CLF: Leadership – Established) | I recognise, value and champion the contribution of people who use services and their carers, staff, managers, colleagues and partners, and achievements within the organisation and beyond. |



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| <p>Driving the creation of a learning and performance culture</p> | <p>I have a clear plan for creating a learning and performance culture in the organisation. I embrace it in day to day practice and I model the values and behaviour needed to achieve it.</p> | <p>I use a range of evidence to evaluate how well the service/organisation is performing and use this to continuously improve.</p> | <p>I can demonstrate that the leadership and learning of a wide range of stakeholders are being used to improve the performance of the organisation and outcomes for people who use the service, their carers and the community.</p> |
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Empowering – enabling others to develop and use their leadership capacity

| Theme of indicator | Emerging | Established | Accomplished |
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| Enabling leadership at all levels | I acknowledge the capacity for leadership in colleagues, people supported by the service and those that care for them. (CLF: Leadership – Engaged) | I actively build and share leadership at all levels of the organisation and among people who use services, their carers and the community. | I have a clear strategy and action plan to build an organisational culture which embraces the leadership of people who use services, their families and carers, the community, staff, managers and colleagues in partner organisations. |
| Driving a knowledge management culture | I share information and knowledge consistently and proactively to model the behaviours needed to create a knowledge management culture. | I actively encourage others to share knowledge, information and ideas to improve practice and build the behaviours and processes needed to support the creation of a knowledge management culture. | I have a clear strategy and action plan for creating a knowledge management culture within the organisation which values the use of knowledge and seeks to embed it at the heart of practice. |



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| <p>Promoting professional autonomy</p> | <p>I make sure that staff and managers are able to work autonomously and that decision-making is appropriately delegated in the service/organisation.</p> | <p>I actively encourage and support managers, staff, people who use services and their carers to take a leadership role, be innovative and take appropriate risks.</p> | <p>I work with colleagues in partner organisations to build collaborative leadership capacity and enable innovation and appropriate risk-taking across organisational boundaries.</p> |
| <p>Involving people in development and improvement</p> | <p>I actively encourage the people supported by my service and those who care for them to be at the centre of service design and delivery. (CLF: Empowering people – Accomplished)</p> | <p>I actively listen to, hear, value and act on expertise and contributions from people who use services and their carers, staff, managers, the community and partners as appropriate. (this links closely to CLF: Empowering people – Accomplished)</p> | <p>I use research, evidence and the views of people supported by my service and those who care for them to overcome barriers that might prevent them from engaging in the planning and shaping of services. (CLF: Empowering people – Exemplary)</p> |



Collaborating and influencing

| Theme of indicator | Emerging | Established | Accomplished |
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| Leading partnership working | <p>I use research and evidence to reflect on and continuously improve the quality and equality of the helping relationships I have with the people I support. (CLF: Working in partnership – Accomplished)</p> | <p>I use research and evidence to influence my own service and partners we are working with to reflect on and improve co-production. (CLF: Working in partnership – Exemplary)</p> | <p>I can demonstrate how working in partnership with others is improving outcomes for individuals, families and communities. (CLF: Working in partnership – Exemplary)</p> |
| Influencing people | <p>I build trusting relationships within and outwith the organisation and can adapt my evidence base to influence the thinking, behaviour and practice of people towards shared purpose and goals, whether or not I have formal authority over them.</p> | <p>I have strong working relationships with a wide range of stakeholders, am able to hold on to and balance different and use various influencing strategies to work with partners to achieve successful outcomes for individuals, families and the community.</p> | <p>I can demonstrate the integration of a top down and a bottom up approach to the delivery of effective services and successful outcomes for individuals, families and the community.</p> |



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| <p>Understanding and valuing the perspectives of others</p> | <p>I seek to understand and empathise with the diverse views of others and can engage with them in creative problem-solving to find solutions that are acceptable to everyone involved. (CLF: Dealing with conflict – Accomplished)</p> | <p>I can recognise and understand differences and the constraints that I and those who work with in my own and partner organisations face but constructively challenge my own and others stereotypes and assumptions.</p> | <p>I can manage a wide range of complex and conflicting perspectives and take others with me towards a shared solution.</p> |
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Creativity and innovation

| Theme of indicator | Emerging | Established | Accomplished |
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| Seeing opportunities to do things differently | I use research and evidence to find innovative approaches which lead to improved outcomes for people supported by my service, those who care for them and the wider community. (CLF: Professional autonomy – Accomplished) | I see the potential for improvement in a range of situations and am ready to act on opportunities which present themselves and to create innovative solutions. (CLF: Professional autonomy – Exemplary) | I analyse local, organisational, national and international trends both within and outwith the social service sector to create innovative approaches. (CLF: Professional autonomy – Exemplary) |
| Promoting creativity and innovation | I encourage people who use services and their carers, staff, managers, colleagues and partners to try out new ideas and approaches and share ideas and insights with each other. | I champion new approaches to problem solving to lead the development of a culture in the organisation which values innovation, creativity and the sharing of ideas. | I champion new approaches to problem solving with key partners which values and fosters innovation, creativity and the sharing of ideas and resources across organisational boundaries. |



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| <p>Leading and managing change</p> | <p>I promote and advocate a culture in my service which embraces change while acknowledging and listening to different points of view and the anxieties of others. (CLF: Flexibility – Accomplished)</p> | <p>I lead change within the organisation and with partners and constructively and appropriately challenge people, assumptions and organisational constraints which impede new and creative ways of working.</p> | <p>I can manage the complexity, uncertainty and ambiguity of major change and work with others within and outwith the organisation to embrace opportunities and find innovative ways to overcome challenges while maintaining the effectiveness of service delivery.</p> |
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