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. You do not need to be in a senior management role to demonstrate accomplished leadership.

There are **indicators** for each stage which suggest some ways you could evidence the leadership. Each line of the indicators has a theme which is described in the column on the left. The indicators are a guide and the type of evidence you might use will depend very much on your role and your level of management. For example, as a first line manager much of your evidence might be drawn from your work with your team and the people they support while as a senior manager you might expect to obtain evidence at a more strategic level.

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
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 my own practice, my team's and that of the wider service can best make a difference.	I work in partnership with individuals and families, staff, colleagues, corporate and strategic leaders and partner organisations to develop a clear vision and goals for the team/service/organisation. I develop plans to achieve these.	I work in partnership with a wide range of stakeholders to develop a clear vision, goals and plans to improve outcomes for service users, carers and the local community.
Communicating and promoting ownership of the vision	I communicate and promote ownership of my vision for my team and the vision for the service/organisation to people who use the service and their carers, my team and colleagues in my own and in partner organisations.	I communicate and promote ownership of the team, service and organisation's vision for individuals, families and the community to a wide range of stakeholders.	I collaborate with colleagues in partner organisations to communicate and promote ownership of the vision for the service/organisation and community in partnership to a wide range of stakeholders.

Promoting a public service ethos	I have an ethos which puts outcomes for individuals, families and the community first.	I actively promote social service values with individuals, families, communities and colleagues in my own and in partner organisations. I challenge behaviours which undermine these values.	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)
Thinking and planning strategically	I have a public service ethos which puts outcomes for individuals, families and communities first and can work in partnership with other services to make this happen. (CLF: Awareness of the wider context - Established)	I promote the development of the organisation by supporting others to think, discuss and act differently and to work together to achieve change. (CLF: Awareness of the wider context - Accomplished)	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)

Self-leadership – recognising, exercising and improving own leadership

Theme of indicator	Emerging	Established	Accomplished
Demonstrating and adapting leadership and management	I can see how I demonstrate both leadership and management in my current role and believe I can develop my leadership capacity.	I can adapt both my leadership and management styles to take account of the requirements of the context and the needs of individual staff.	I successfully combine and adapt my leadership and management styles, skills and abilities to achieve the best outcomes for individuals, families and the community and to effectively support staff.
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. I seek to improve my leadership capabilities through critical reflection using feedback from a range of sources including people who use services and their carers, my staff and colleagues both within and outwith the organisation.

Enabling intelligent risk-taking	I make informed judgements based on an evaluation of the evidence and the careful balancing of risks, rights, needs and aspirations within the service's framework of accountability. (CLF: Professional autonomy – Established)	I enable staff 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.	I use research and evidence to assess, manage and evaluate the risks I take to achieve better outcomes for individuals, families and communities while remaining accountable for my practice. (CLF: Professional autonomy - Exemplary)
Demonstrating and promoting resilience	I persist in trying to positively influence the outcomes of change in the workplace. (CLF: Resilience - Accomplished)	I have developed a range of strategies to build my own resilience and to support others to be resilient. (CLF: Resilience - Accomplished)	I am persistent and creative in my approach to achieving successful outcomes at individual and organisational levels. (CLF: Resilience - Exemplary)

Challenging discrimination and oppression	I work effectively with others to challenge discrimination and oppression arising from conflict. (CLF: Dealing with conflict - Accomplished)	I am aware of the relationships between individual, institutional and structural discrimination and consistently challenge all forms of oppression.	I use research and evidence to identify effective approaches to anti-discriminatory and anti-oppressive practice within the organisation and across organisational boundaries.

Motivating and inspiring others

Theme of indicator	Emerging	Established	Accomplished
Inspiring people by personal example	I model positive leadership behaviours that inspire enthusiasm and confidence in others. (CLF: Leadership - Exemplary)	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 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)
Recognising and valuing the contribution of others	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 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 recognise, value and champion the contribution of people who use services and their carers, staff, colleagues and partners to achievements within the organisation and beyond. (this links closely to CLF: Leadership – Exemplary)

Driving the creation of a learning and performance culture	I am committed to building a learning culture in the organisation and model the values and behaviour needed to achieve it.	I use individual and collective learning to continuously improve performance and outcomes for individuals, families and the community and enable others to do this.	I use a range of evidence to evaluate how well my team, the service and the organisation are performing and use this to continuously improve.

Empowering – enabling others to develop and use their leadership capacity

Theme of indicator	Emerging	Established	Accomplished
Enabling leadership at all levels	I recognise, support and nurture the leadership of people who use services, their families and carers, staff and colleagues and help them to recognise their own leadership.	I actively share leadership, learning and ideas across the organisation and among people who use services, their carers and the community.	I contribute to and, where appropriate, lead the building of an organisational culture which embraces the leadership of people who use services, their carers, the community, staff and colleagues at all levels in the organisation.
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 contribute to and, where appropriate lead a 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.

Promoting professional autonomy	I make sure that my staff are able to work autonomously and responsibly and I delegate decision-making appropriately within my team or service.	I actively encourage and support others to take a leadership role, be innovative and take appropriate decisions.	I work with colleagues in partner organisations to build collaborative leadership capacity and enable innovation and appropriate risk-taking across organisational boundaries.
Involving people in development and improvement	I use research, evidence and the views of people supported by my service and those who care for them to continually improve my own practice and that of the service. (CLF: Empowering people - Accomplished)	I actively listen to, hear, value and act on expertise and contributions from people who use services and their carers, staff, the community and partners as appropriate.	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)

Collaborating and influencing

Theme of indicator	Emerging	Established	Accomplished
Leading partnership working	I actively seek opportunities to work in partnership with others within and beyond my service to improve outcomes for individuals, families and communities. (CLF: Working in partnership - Accomplished)	I provide an on-going and dynamic link between my own workplace, the organisation, other agencies and wider networks. (CLF: Working in partnership - Exemplary)	I can demonstrate how working in partnership with others is improving outcomes for individuals, families and communities. (CLF: Working in partnership - Exemplary)
Influencing people	I build trusting relationships with my team and use these and evidence to influence the thinking, behaviour and practice of those I manage towards shared purpose and goals.	I build trusting relationships within and outwith the organisation and can adapt my evidence base to influence the thinking, behaviour and practice of people over whom I have no formal authority towards shared purpose and goals.	I have strong working relationships with a wide range of stakeholders, am able to hold on to and balance different perspectives and use various influencing strategies to work with partners to achieve successful outcomes for individuals, families and the community.

Understanding and valuing the perspectives of others	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)	I can recognise and understand differences and the constraints that I and those I work with in my own and partner organisations face but constructively challenge my own and others stereotypes and assumptions.	I can manage a wide range of complex and conflicting perspectives and take others with me towards a shared solution.

Creativity and innovation

Theme of indicator	Emerging	Established	Accomplished
Seeing opportunities to do things differently	I can see situations from different perspectives and critically evaluate the contribution of these different perspectives in understanding the situation. (CLF: Professional autonomy - Established)	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)
Promoting creativity and innovation	I encourage people who use services and carers, my team and colleagues to try out new ideas and approaches and share ideas and insights with each other.	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 champion new approaches to problem solving to develop a culture in the organisation which values innovation, creativity and the sharing of ideas.

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Leading and managing change	I lead change and improvement within my own team and actively support others to become more flexible in the workplace and to embrace change.	I consistently make identifiable contributions to change and improvement in the wider service/organisation and constructively and appropriately challenge people, assumptions and organisational constraints which impede new and creative ways of working. (this links closely to CLF: Flexibility - Accomplished)	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. (this links closely to CLF: Flexibility - Exemplary)