**Manager leadership capability grid (LCG) evidence collection tool**

**(Level 4, Social Services and Healthcare)**

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| **Level 4 summary**  The leadership capabilities and bullets in this grid are based on the manager leadership capabilities and their themes of indicator from the [Step into Leadership website.](http://www.stepintoleadership.info/) The assumption of this LCG and level is that you can demonstrate leadership when you:   * work directly with children and young people/adults, families and communities * lead and contribute to team/collaborative working with colleagues and other professionals from within your own agency and across different agencies and organisations * work with, lead and manage other workers * carry out leadership roles and responsibilities, when evaluating and updating organisational systems, practice and procedures * carry out leadership roles and responsibilities, role modelling best practice in the context of the Scottish Social Services Council Codes of Practice and other legal and organisational requirements within your roles and responsibilities * display leadership potential for your own managers and other professionals with you work with.   The tool should be used together with:   * the [LCG](http://stepintoleadership.info/managers_qualifications.html) for the National Occupational Standards (NOS) you wish to use to demonstrate your leadership capabilities * the [manager leadership capability ready reckoner where](http://stepintoleadership.info/assets/pdf/Manager-Leadership-capabily-Ready-Reckoner-CYP.docx) you can use the colour coding to indicate which theme and stage you have achieved. |

Unit title:

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| **Leadership capabilities** | **Theme of indicator** | **Evidence for the theme** |
| **Vision** | Providing a vision when you:   * see how best to make a difference * communicate and promote ownership of the vision * promote social service values * think and plan strategically. |  |
| **Self-leadership** | Displaying self-leadership when you:   * demonstrate and adapt leadership and management * improve your own leadership * enable intelligent risk taking * demonstrate and promote resilience * challenge discrimination and oppression. |
| **Motivating and inspiring** | Motivating and inspiring others when you:   * inspire people by personal example * recognise and value the contribution of others * support the creation of a learning and performance culture. |
| **Empowering** | Empowering people when you:   * enable leadership at all levels * drive a knowledge and management culture * promote professional autonomy * involve people in development and improvement. |
| **Collaborating and influencing** | Collaborating and influencing when you:   * lead partnership working * influence people * understand and value the perspectives of others. |
| **Creativity and innovation** | Using creativity and innovation in your work when you:   * see opportunities to do things differently * promote creativity and innovation * lead and manage change. |