

**Leadership Capability Grid (LCG)**  
**SFHAF3 Carry out comprehensive substance misuse assessment**

**Summary**

The leadership capabilities and bullets in this LCG are based on the front line worker leadership capabilities and their themes of indicator from the [Step into Leadership website](#). The assumption within this LCG and level is that you can demonstrate leadership when you:

- work directly with children and young people/adults, families and communities
- contribute to team/collaborative work with colleagues and other professionals
- work with and supervise the work of colleagues
- carry out your roles and responsibilities, illustrating your knowledge of organisational practice and procedures, Scottish Social Services Council (SSSC), 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 whom you work

The Performance (P) and Knowledge (K) within the LCG from the National Occupational Standard are there as only as examples of where leadership can be demonstrated. They are not meant to include all possible performance and knowledge that may be used to demonstrate your leadership capability.

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<b>Leadership capabilities</b>	<b>When carrying out comprehensive substance misuse assessment you can demonstrate leadership capabilities by:</b>
<b>Vision</b>	<p>Providing a vision for those with whom you work and your organisation when you:</p> <ul style="list-style-type: none"> <li>• See how best to make a difference when working with individuals (<b>P1-5, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>) and making referrals (<b>P6; K8</b>)</li> <li>• Communicate and promote ownership of the vision when working with individuals (<b>P1-5, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>), working with others (<b>P8</b>) and recording and reporting (<b>P9, 19; K11</b>)</li> <li>• Promote social service values when working with individuals (<b>P1-6, 8, 12-15, 20, 25; K3-8, 12-13, 16-19</b>), working with others (<b>P3, 9, 19, 23, 26; K10</b>) and recording and reporting (<b>P10, 16, 27; K14-16</b>)</li> <li>• See the bigger picture (<b>All P; K1-7, 9-10, )</b></li> </ul>
<b>Self-leadership</b>	<p>Displaying self leadership when you:</p> <ul style="list-style-type: none"> <li>• Demonstrate and adapt leadership when carrying out comprehensive substance misuse assessment (<b>All P; All K</b>)</li> <li>• Take intelligent risks when carrying out assessment to identify and prioritise needs (<b>P1-6, 12-18; K4, 13-17, 19</b>)</li> <li>• Demonstrate and promote resilience (<b>All P; K1-7, 9-10, 12, 18, 21-22</b>)</li> </ul>
<b>Motivating and inspiring</b>	<p>Motivating and inspiring others when you:</p> <ul style="list-style-type: none"> <li>• Recognise and value the contribution of others (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> <li>• Support the creation of a learning and performance culture (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 13-19, 21-22</b>)</li> </ul>
<b>Empowering</b>	<p>Empowering people when you:</p> <ul style="list-style-type: none"> <li>• Enable leadership at all levels (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> <li>• Support the creation of a knowledge and management (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 13-19, 21-22</b>)</li> <li>• Promote professional autonomy (<b>P1-5, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> <li>• Involve people in development and improvement (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 13-19, 21-22</b>)</li> </ul>
<b>Collaborating and influencing</b>	<p>Collaborating and influencing when you:</p> <ul style="list-style-type: none"> <li>• Promote partnership working (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> <li>• Influence people (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> <li>• Understand and value the perspectives of others (<b>P1-5, 8, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> </ul>
<b>Creativity and innovation</b>	<p>Using creativity and innovations in your work when you:</p> <ul style="list-style-type: none"> <li>• See opportunities to do things differently (<b>P1-5, 12, 14-15; K1-7, 9-10, 12, 18, 21-22</b>)</li> </ul>

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	<ul style="list-style-type: none"><li>• Promote creativity and innovation (<b>P</b>1-5, 12, 14-15; <b>K</b>1-7, 9-10, 12, 18, 21-22)</li><li>• Support and manage change (<b>P</b>1-5, 12, 14-15; <b>K</b>1-7, 9-10, 12, 18, 21-22)</li></ul>
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