



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 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 might use will depend very much on your role. If you are a lone worker, such as a childminder or personal assistant, some parts of the indicators which refer to the team or organisation may not be relevant to you. Please don't let this put you off - you do not need to be working as part of a team or organisation to demonstrate leadership.

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 my service, their families and carers could be better, how I can help them to achieve this in my own role and as part of a team.	I work in partnership with the people who use my service, their families and carers, my team, managers and other colleagues to develop clear goals and plans to achieve better outcomes for the people who use the service and I can identify where I have made a difference.	I actively seek to influence the vision, goals and plans for my team, the service/organisation and the local community so that outcomes for people using the service and for the community are better.
Communicating and promoting ownership of the vision	I can support the people who use my service, their families and carers to see how their lives could be improved. I can explain this, my role and what I think the team’s role could be to my colleagues and take them with me.	I can communicate my team’s vision and the vision of the service as a whole to people who use the service, their families and carers and to colleagues in my own service and those I work with in other services.	I can articulate my vision for the people who use my service, the development of the service and the community to a broad range of people within and outwith my own sphere of influence.



Leadership capabilities indicators - frontline workers

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<p>Promoting social service values</p>	<p>I remain focused on the care of the people I support when faced with conflicting priorities. (CLF: Empowering people – Established)</p>	<p>I promote core social service values with people who use my service, their families and carers and with colleagues in my own and in partner organisations and I challenge behaviours which undermine these values.</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>Seeing the bigger picture</p>	<p>I take responsibility for keeping up to date with changes in the service I work for, and in the wider context in which my service operates, and I seek to understand the rationale for these changes. (CLF: Awareness of the wider context – Established)</p>	<p>I understand the challenges and opportunities affecting the service I work in and I can see these from a range of perspectives including those of the people supported by my service and those who care for them, colleagues and managers and 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)</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>



Self-leadership – recognising, exercising and improving own leadership

Theme of indicator	Emerging	Established	Accomplished
Demonstrating and adapting leadership	I can see how I demonstrate leadership in my current role and I believe I can develop this further.	I can adapt my leadership style to take account of the people I am working with and the situation I am working in.	I successfully adapt my leadership style, skills and abilities to work in partnership with others within and outwith my own service to achieve the best outcomes for individuals, families and the community. (CLF: Leadership – Exemplary)
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 model positive leadership behaviours that inspire enthusiasm and confidence in others. (CLF: Leadership – Exemplary)



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<p>Taking intelligent risks</p>	<p>I can see where I and the people I work with could take intelligent risks, based on sound risk assessment and risk management, to support the people who use my service, their families and carers to improve their lives.</p>	<p>I am prepared to take intelligent risks, based on sound risk assessment and risk management, to improve outcomes for the people supported by my service, those who care for them and the wider community and can see the possible consequences of these. (CLF: Professional autonomy – Accomplished)</p>	<p>I use research and evidence to assess, manage and evaluate the risks I take to achieve better outcomes for individuals, families and the community while remaining accountable for the service delivered.</p>
<p>Demonstrating and promoting resilience</p>	<p>I sustain efforts to overcome obstacles, setbacks and feelings of frustration and I can maintain a positive view. (CLF: Resilience – Established)</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>



<p>Challenging discrimination and oppression</p>	<p>I am aware that cultural and other differences may affect empathy and I reflect on my own practice and challenge any discrimination. (CLF: Empathy – Established)</p>	<p>I work effectively with others to challenge discrimination and oppression arising from conflict. (CLF: Dealing with conflict – Accomplished)</p>	<p>I use evidence and research to inform my innovative approach to anti-discriminatory and anti-oppressive practice.</p>
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Motivating and inspiring others

Theme of indicator	Emerging	Established	Accomplished
Inspiring people by personal example	I have high expectations of myself based on a best practice approach and I support and encourage others to do so too.	I model positive leadership behaviours that inspire enthusiasm and confidence in others and motivate them to achieve identified goals.	I model positive leadership behaviours that inspire enthusiasm and confidence in others. (CLF: Leadership – Exemplary)
Recognising and valuing the contribution of others	I actively share and promote good practice within my own team, service/organisation and with colleagues in other services I work in partnership with.	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, colleagues in my own and partner organisations and managers to improving outcomes for the people who use my service.



<p>Supporting the creation of a learning and performance culture</p>	<p>I embed critically reflective learning in my everyday practice and I actively promote the learning and development of others through a range of formal and informal approaches. (CLF: Lifelong learning – Established)</p>	<p>I use a range of evidence to evaluate my own performance and to contribute to the evaluation of the performance of the team and the service to continuously improve outcomes for individuals, families and the community.</p>	<p>I actively contribute to an organisational culture which promotes learning by facilitating the sharing of ideas within and outwith the organisation and with people supported by my service and those who care for them. (CLF: Lifelong learning – Exemplary)</p>
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Empowering – enabling others to develop and use their leadership capacity

Theme of indicator	Emerging	Established	Accomplished
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 recognise, support and nurture the leadership of people who use services, their families and carers and colleagues and help them to recognise their own leadership.	I actively share leadership, learning and ideas among people who use services, their families and carers, across the organisation, with partner organisations and with the wider community.
Supporting the creation of a knowledge and management culture	I share information and knowledge consistently to model the behaviours needed to create a knowledge management culture.	I actively seek networks, communities and other sources of knowledge and encourage others to do so to champion the creation of a knowledge management culture.	I contribute to the 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.



Leadership capabilities indicators - frontline workers

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<p>Promoting professional autonomy</p>	<p>I can explain and account for my practice and expect to have my thinking appropriately and constructively challenged. (CLF: Professional autonomy – Established)</p>	<p>I am prepared to make and be accountable for decisions that are appropriate to my role.</p>	<p>I actively encourage and support colleagues to take a leadership role, be innovative and take appropriate decisions.</p>
<p>Involving people in development and improvement</p>	<p>I recognise and value the carers and families of the people I support as equal partners in care. (CLF: Empowering people – Engaged)</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 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
Promoting partnership working	I take active steps to build positive relationships, develop networks and promote partnership working. (CLF: Working in partnership – Established]	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)
Influencing people	I build trusting relationships with people who use my service, their families and carers and with my team and manger and I can present information and evidence in a way that everyone can understand so that we can work together to improve the lives of the people using the service.	I build trusting relationships within and outwith the organisation and use these and evidence, information and research to influence the thinking and behaviour of others towards shared purpose and goals.	I am able to hold on to and balance different perspectives and take others with me towards shared purpose, goals and outcomes.



<p>Understanding and valuing the perspectives of others</p>	<p>I can recognise and understand differences in views and the constraints which others are working under.</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 champion diversity and inclusion and can constructively challenge my own and others' stereotypes and assumptions.</p>
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Creativity and innovation

Theme of indicator	Emerging	Established	Accomplished
Seeing opportunities to do things differently	I can see how I, my team and the service could do things differently and in a way which would support people using the service, their families and carers to have better lives.	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 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 creative and innovation	I can use my initiative and act on opportunities to improve outcomes for the people supported by my service and those who care for them. (CLF: Professional autonomy – Engaged)	I can see how I, my team and the service could do things differently and in creative ways which would improve outcomes for the people supported by the service, those who care for them and the wider community. (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 – Exemplary)



<p>Supporting and managing change</p>	<p>I consistently make identifiable contributions to and/or lead change and improvement in my own team and support colleagues to embrace change.</p>	<p>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.</p>	<p>I can manage the complexity and uncertainty of major change and work with others within and outwith the organisation to embrace opportunities and find innovative ways to overcome challenges.</p>
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