

## Leadership Capability Grid (LCG) Standard for Childhood Practice 21

### **Summary definition of leadership in this context**

The leadership capabilities and bullets in this Leadership Capability Grid (LCG) are based on the manager 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, 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.

This mapping to the Standard for Childhood Practice shows clear ways that you can demonstrate your leadership skills.

Please note that 'The Standard for Childhood Practice' (2015) document makes reference to a number of specific law and policy publications; rather than repeat these references here, we have used the generic phrase 'as defined in current law and policy documents' where relevant within these mapping documents.

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<p><b>Leadership capabilities</b></p>	<p><b>When leading and supporting collaboration with other agencies and other children’s services to build capacity and develop services you can demonstrate leadership capabilities by:</b></p>
<p><b>Vision</b></p>	<p><b>Providing a vision for those with whom you work and your organisation when you:</b></p> <p><b>See how best to make a difference</b> when:</p> <ul style="list-style-type: none"> <li>• enabling workers in the service to understand how their service fits within the wider context of children’s services (21.1)</li> <li>• proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>• actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> </ul> <p><b>Communicate and promote ownership of the vision</b> when:</p> <ul style="list-style-type: none"> <li>• enabling workers in the service to understand how their service fits within the wider context of children’s services (21.1)</li> <li>• proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>• actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> </ul> <p><b>Promote a public service ethos</b> when:</p> <ul style="list-style-type: none"> <li>• enabling workers in the service to understand how their service fits within the wider context of children’s services (21.1)</li> <li>• proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>• actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> </ul> <p><b>Think and plan strategically</b> when:</p> <ul style="list-style-type: none"> <li>• proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional</li> </ul>

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	<p>workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</p> <ul style="list-style-type: none"> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> </ul>
<p><b>Self-leadership</b></p>	<p><b>Displaying self leadership when you:</b> <b>Demonstrate and adapt leadership</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Enable intelligent risk-taking</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul>
<p><b>Motivating and inspiring others</b></p>	<p><b>Motivating and inspiring others when you:</b> <b>Inspire people by personal example</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> </ul> <p><b>Recognise and value the contribution of others</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and</li> </ul>

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	<p>inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</p> <ul style="list-style-type: none"> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Drive the creation of a learning and performance culture</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> </ul>
<p><b>Empowering people</b></p>	<p><b>Empowering people when you:</b></p> <p><b>Enable leadership at all levels</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> </ul> <p><b>Drive a knowledge management culture</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Promote professional autonomy</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul>

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	<p><b>Involve people in development and improvement</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul>
<p><b>Collaborating and influencing</b></p>	<p><b>Collaborating and influencing when you:</b></p> <p><b>Lead partnership working</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Influence people</b> when:</p> <ul style="list-style-type: none"> <li>enabling workers in the service to understand how their service fits within the wider context of children’s services (21.1)</li> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Understand and value the perspective of others</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and</li> </ul>

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	<p>improve coordination across services (21.2)</p> <ul style="list-style-type: none"> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul>
<p><b>Creativity and innovation</b></p>	<p><b>Using creativity and innovation in your work when you:</b></p> <p><b>See opportunities to do things differently</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Promote creativity and innovation</b> when:</p> <ul style="list-style-type: none"> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul> <p><b>Lead and manage change</b> when:</p> <ul style="list-style-type: none"> <li>proactively developing or contributing to integrated working and inter-professional collaborative practice with other professional workers and with agencies, networks and organisations in order to strengthen support for children and young people and families and improve coordination across services (21.2)</li> <li>actively participating in and contributing to joint service planning with other agencies to build the capacity of services and develop them for the future (21.3)</li> <li>contributing to, and where appropriate leading, the work of a multi-professional team and coordinating and implementing agreed programmes and interventions on a day to day basis (21.4)</li> </ul>