

**Leadership Capability Grid (LCG)**

**SCDHSC0439 Contribute to the development of organisational policy and practice**

**Level 4 Summary**

The leadership capabilities and bullets in this 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
- 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 managers and other professionals with whom you work.

The Performance (P) and Knowledge (K) from the National Occupational Standard within the LCG are there 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 contributing to the development of organisational policy and practice 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 identifying (<b>P1-3,17-20,25,27; K1-5,11,16,24-25,35-39</b>)</li> <li>• Communicate and promote ownership of the vision when seeking extra support (<b>P4,6,28; K20</b>), working with others (<b>P28</b>) and recording and reporting (<b>P27-37,43,46; K43-46</b>)</li> <li>• Promote public service ethos through active participation and personalisation (<b>P1,2,7,8,11,13,14,15,20-26, K1-5,11,13-19,28,30</b>), when working others and when recording and reporting (<b>P27-37</b>)</li> <li>• Thinking and planning strategically when demonstrating knowledge and practice of organisational, local and national policies and procedures (<b>P26, 27,32,37; K6,8-9,26-27,32-34</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 in response to changing needs and preferences (<b>P5,16,20,35-36; K23</b>) and overcoming barriers (<b>P20</b>)</li> <li>• Improve own leadership by seeking advice (<b>P4,6,36; K20,23</b>)</li> <li>• Enabling intelligent risk taking when communicating with difficult, complex and sensitive issues (<b>P21-26; K15,40-41</b>) and protecting yourself (<b>K31</b>)</li> <li>• Demonstrate and promote resilience when adapting practice and overcoming barriers (<b>P5,16,18,20,35-36; K3,4,19,30</b>)</li> <li>• Challenge discrimination and oppression (<b>P20; K1,4</b>)</li> </ul>
<b>Motivating and inspiring</b>	<p>Motivating and inspiring others when you:</p> <ul style="list-style-type: none"> <li>• Inspire people by personal example (<b>P10,28; K14-20</b>)</li> <li>• Recognise and value the contribution of others (<b>P4,6,36; K9-10,20</b>)</li> <li>• Support the creation of a learning and performance culture (<b>P4,6,8,18, 20,23,25,27-28,31; K16-20,23,39</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>P1,2,4,6-7,20,21,25,27,31; K8-9,16-20</b>)</li> <li>• Driving the creation of a knowledge and management culture by seeking and providing information to enable understanding (<b>P4,6,8,25,31,33-36; K16-20,23,39</b>)</li> <li>• Promote professional autonomy (<b>P1-3,17-20,25,27; K16-20,23-25</b>)</li> <li>• Involve people in development and improvement (<b>P20; K16-20</b>)</li> </ul>

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<p><b>Collaborating and influencing</b></p>	<p>Collaborating and influencing when you:</p> <ul style="list-style-type: none"> <li>• Lead partnership working (<b>P</b>4,6,28; <b>K</b>11,14-20)</li> <li>• Influence people (<b>P</b>20,28,33-36; <b>K</b>11,14-20)</li> <li>• Understand and value the perspectives of others (<b>P</b>1-2,7,11,15,17-20, 25,28,31,35; <b>K</b>8-9,11,14-20)</li> </ul>
<p><b>Creativity and innovation</b></p>	<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>P</b>5,16,20,34-36; <b>K</b>3-4,16-20, 30)</li> </ul>