



**QUEEN'S  
UNIVERSITY  
BELFAST**

**LEADING  
AT QUEEN'S**



# MY LEADERSHIP AND MANAGEMENT FRAMEWORK

**Level 1**

**INSPIRING.  
INCLUSIVE.  
IMPACTFUL.**

# HOW DO I USE THE SELF-ASSESSMENT TOOL?

**This is an opportunity for you to reflect on your leadership practice by assessing yourself against the key areas of leadership at your level.**

Select your level of leadership, then read the statements of the key areas of leadership at that level. Reflect on how often and in what way you take that action and record your thoughts on this self- assessment tool. For ease of use, you might just want to look at, the level you are likely to be at currently.

e.g. If you are self- assessing at level 1 the first statement against Personal Development and Self Awareness is **I take ownership of my development and demonstrate through my work what I have learnt.** Reflect on how often and in what way you actually demonstrate this and record under the corresponding frequency indicator below (never, sometimes, mostly, always). If you think it's never or sometimes, consider why that might be and jot down your thoughts. It could be that you have not yet had the opportunity to demonstrate that area of leadership yet. Note that the frequency labels are just that, they are not judgements.

Be honest with yourself as your completed assessment will give you a good indication of areas where you are strong and areas that you might find challenging and require you to flex out of your comfort zone.

When you have completed your self- assessment – take the opportunity in the development plan, to jot down some thoughts to share with your manager on how you plan to enhance the areas that you are strong in and areas where you want to take action to develop.

You can then use the self assessment to help you prepare for development conversations with your manager. This could be at any time or perhaps in line with a review process. It's useful then to review it every so often to see how you are progressing against the commitments you have made.



**INSPIRING.  
INCLUSIVE.  
IMPACTFUL.**



# SELF-LEADERSHIP

SEEING MYSELF: MY ROLE, RESPONSIBILITIES AND RESPONSES

INSPIRING.  
INCLUSIVE.  
IMPACTFUL.

## HOW OFTEN DO I...

	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
<b>PERSONAL DEVELOPMENT AND SELF AWARENESS</b>	<p>I take ownership of my development and demonstrate through my work what I have learnt.</p> <p>I use feedback to adapt my performance and behaviours so that they are aligned to our core values, ICARE.</p> <p>I am aware of factors that cause me stress and put appropriate coping strategies in place.</p>				
<b>LEADING YOURSELF</b>	<p>I plan and organise my time and work effectively, to agreed standards.</p> <p>I stay calm and focused under pressure.</p>				
<b>LIVING THE VALUES</b>	<p>Through my actions and behaviour at work, I am a role model for our core values, ICARE.</p> <p>If a colleague is not demonstrating our values, I will challenge their behaviour.</p>				



# COLLABORATIVE LEADERSHIP

WORKING WITH OTHERS: DEFINING MY APPROACH AND WORKING PRACTICE



HOW OFTEN DO I...					
	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
CONNECTING STAKEHOLDERS	I understand that it is more effective to work collaboratively with colleagues and stakeholders.				
TEAMS	<p>I ensure that every member of the team understands their role and responsibilities and encourage collaborative working to reach the overall goal.</p> <p>If the team is unable to make a decision, I take responsibility.</p> <p>I work with the team to connect each individual's values to our core values, ICARE.</p>				
POSITIVE RELATIONSHIPS	<p>I listen to, respect and take on board the views of others.</p> <p>I take action where appropriate, building the trust of my team.</p>				





# MANAGING

PLANNING, PEOPLE AND PERFORMANCE

INSPIRING.  
INCLUSIVE.  
IMPACTFUL.

HOW OFTEN DO I...					
	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
PLANNING	Working with my team, I share and contribute ideas in support of the operational planning process.				
RESOURCES	I allocate available and appropriate resources.				
PEOPLE AND PERFORMANCE	<p>I define expectations of what needs to be delivered and how.</p> <p>I ensure that each person has the tools, training and support they need to be successful.</p> <p>I provide feedback on performance and use my knowledge to make suggestions in order to improve performance standards and recognise good performance as necessary.</p>				



# PROVIDING DIRECTION

DECIDING, DRIVING, DELIVERING

INSPIRING.  
INCLUSIVE.  
IMPACTFUL.

## HOW OFTEN DO I...

	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
LEADING CHANGE	<p>I help the team to understand why they are being asked to make changes.</p> <p>I assess the affects of change, and make recommendations for improvements.</p>				
USING KNOWLEDGE	<p>I seek feedback on my work performance and its impact on others, using this to explore new ways of working that will have a positive effect.</p>				
DECISION MAKING	<p>I work with my manager and contribute to decisions that affect my performance and my team's performance in line with our core values, ICARE.</p>				



# VISION LEADERSHIP

PRESENTING, PROTECTING & PROMOTING

INSPIRING.  
INCLUSIVE.  
IMPACTFUL.

HOW OFTEN DO I...					
	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
<b>BUILDING AN ORGANISATIONAL VISION</b>	I share ideas and feedback about making Queen's a better place to work and learn.				
<b>INFLUENCING OTHERS</b>	I positively and actively support goals and aspirations of Queen's.				
<b>COMMUNICATING THE VISION</b>	I regularly share the Queen's vision story and help my team remember what they are part of – and what they are working towards				

# DEVELOPMENT PLANNING

## In discussion with your Manager:

Identify 3 areas that you have strengths in and note how you will enhance these areas

1.

2.

3.

Identify 3 areas that you will take action to develop

1.

2.

3.