



# MY LEADERSHIP AND MANAGEMENT FRAMEWORK

Level 2

# 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 2 the first statement against Personal Development and Self Awareness is **I seek work opportunities that will develop my strengths and challenge me.** 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 seek work opportunities that will develop my strengths and challenge me.</p> <p>I use feedback to adapt my performance and behaviours so that they are aligned to our core values, ICARE.</p> <p>I understand that behaviours and actions have impact on myself and others.</p> <p>I am aware of factors that cause me stress and put in place appropriate coping strategies.</p>				
<b>LEADING YOURSELF</b>	<p>I plan and organise my work effectively considering the impact of others involved.</p> <p>In response to the changing environment in which I work I can adapt plans in an assertive manner.</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

INSPIRING.  
INCLUSIVE.  
IMPACTFUL.

## HOW OFTEN DO I...

	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
<b>CONNECTING STAKEHOLDERS</b>	<p>I am able to identify the key stakeholders needed to solve a problem collaboratively.</p> <p>I facilitate meetings to share information, resolve issues and deliver outputs.</p>				
<b>TEAMS</b>	<p>I provide support for team members to enable them to meet shared goals.</p> <p>I engage others, respecting their views and opinions by providing opportunities for team discussion, collaboration and input.</p> <p>By understanding team strengths, work preferences and styles, I develop and empower team members to encourage effective performance.</p> <p>I work with the team to connect each individual's values to our core values, ICARE.</p>				
<b>POSITIVE RELATIONSHIPS</b>	<p>I focus on people rather than tasks, building and maintaining relationships with all those involved while recognising diversity.</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
<b>PLANNING</b>	<p>Considering risks and alternatives, I work with others to develop and implement plans to support the achievement of strategic objectives.</p> <p>I ensure strategic objectives are translated into operational plans.</p>				
<b>RESOURCES</b>	<p>I manage resources within time and budget to achieve results.</p> <p>I monitor the effective use of resources and consider the impact of my decisions.</p>				
<b>PEOPLE AND PERFORMANCE</b>	<p>I provide team members with a clear purpose and set goals that promote success and high performance.</p> <p>I set performance standards, monitor performance against those standards and find solutions for areas in which performance objectives are not achieved.</p> <p>I coach others to build skills and confidence, enabling them to take responsibility for achieving their personal performance standards and development goals.</p> <p>I help the team to link our core values, ICARE, with performance standards, creating a culture where feedback is actively welcomed not feared.</p>				



# PROVIDING DIRECTION

DECIDING, DRIVING, DELIVERING



## HOW OFTEN DO I...

	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
<b>LEADING CHANGE</b>	<p>I encourage my team to learn from change, evaluating how new value is created and embedding new approaches into working practices in order to capitalise on future benefits.</p> <p>With the future vision of Queen's in mind, I highlight factors that can effect change both within and outside the University and enable positive discussion about the reasons for change.</p>				
<b>USING KNOWLEDGE</b>	<p>I gather information about interdependencies within my department /area/discipline in order to make suggestions that will improve collaboration and create improved outputs.</p>				
<b>DECISION MAKING</b>	<p>I involve the right stakeholders in making decisions.</p> <p>I actively engage both functional and cross-functional teams in making decisions, taking into account our core values, ICARE, that will shape the future of Queen's.</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 regularly engage my managers and colleagues in discussions about vision and how to interpret it in order to enable success.				
<b>COMMUNICATING THE VISION</b>	I am an enthusiastic advocate for Queen's vision and communicate it with passion.				

# 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.