



MY LEADERSHIP AND MANAGEMENT FRAMEWORK

Level 3

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 3 the first statement against Personal Development and Self Awareness is **through my actions and behaviours, I am a role model in relation to managing personal development**. 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
PERSONAL DEVELOPMENT AND SELF AWARENESS	<p>Through my actions and behaviours, I am a role model in relation to managing personal development.</p> <p>I reflect on and can adapt my interactions with a wide range of stakeholders.</p> <p>I actively challenge my own values, beliefs, leadership style and approach – and adapt as necessary.</p> <p>I actively demonstrate our core values, ICARE, when giving and receiving feedback.</p> <p>I consciously build my personal resilience in order to adapt to complexity and ambiguity.</p>				
LEADING YOURSELF	<p>I plan and manage activities within and across teams and areas of work for which I have responsibility.</p> <p>I am resilient when facing setbacks or challenges to achieving goals.</p>				
LIVING THE VALUES	<p>Through my actions and behaviour at work, I am a role model for our core values, ICARE.</p> <p>I am committed to creating an open and transparent culture for all.</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
CONNECTING STAKEHOLDERS	<p>I recognise individuals and teams that I can collaborate with in order to effectively achieve agreed outcomes.</p> <p>I take responsibility for the success of Queen's as a whole – not just my own priorities.</p>				
TEAMS	<p>I engage with the range of diverse viewpoints expressed by my team and make decisions to solve any issues that arise.</p> <p>I facilitate constructive conversations and help teams to reach consensus.</p> <p>By encouraging and facilitating appropriate leadership behaviours, I support managers to create high-performing inclusive teams.</p> <p>I strive to maintain a sense of optimism and confidence.</p>				
POSITIVE RELATIONSHIPS	<p>I build effective relationships across Queen's and with external stakeholders.</p> <p>I welcome a range of inputs and constructively deal with competing agendas.</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	<p>I take responsibility for ensuring that my team fully understands our strategic goals and oversee our planning processes to deliver.</p> <p>I communicate the progress and results of our plans with our internal and external stakeholders.</p>				
RESOURCES	<p>I anticipate what resources are needed to realise our goals.</p> <p>I adhere to Queen's processes and guidelines when managing resources.</p>				
PEOPLE AND PERFORMANCE	<p>I coach others to facilitate excellent performance and development.</p> <p>I plan development aligned to short-term and long-term career objectives.</p> <p>I establish challenging performance improvement goals that drive Queen's forward.</p> <p>I ensure my team know that we are all responsible for delivering excellent performance aligned to our core values, ICARE.</p> <p>I challenge managers to look outside Queen's to bring in new ideas about delivering excellence.</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 challenge my team to question the impact of external factors and consider their response in order to deliver increased value for Queen's.</p> <p>I identify gains that can be applied elsewhere in Queen's and incorporate these into operational/business plans.</p> <p>I disseminate learning from changes that have been introduced to the wider University.</p>				
USING KNOWLEDGE	<p>I gather information about interdependencies across Queen's in order to make suggestions that will improve collaboration and deliver strategic goals.</p>				
DECISION MAKING	<p>I operate comfortably with high levels of ambiguity, and am accountable for making timely decisions in complex situations.</p> <p>I take a proactive approach to decision-making that considers all available information, emerging circumstances and is underpinned by our core values, ICARE and strategic priorities.</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
BUILDING AN ORGANISATIONAL VISION	<p>I plan for the future of Queen's by considering the broader external context and factors that may create challenge and opportunity.</p> <p>I actively engage and seek feedback from internal and external stakeholders on the future of Queen's to inform our vision.</p>				
INFLUENCING OTHERS	<p>I actively discuss and debate the future of Queen's with internal and external stakeholders.</p> <p>By working in partnership with others, I seek to create a shared vision for Queen's.</p> <p>I work with others to reach decisions that are in the best interests of Queen's.</p>				
COMMUNICATING THE VISION	<p>I communicate my ideas and enthusiasm about the future of Queen's and confidently tell the Queen's story in a way that engages and inspires others.</p> <p>I ensure that others understand and feel a sense of shared ownership for Queen's vision to allow them to positively communicate it.</p> <p>I ensure that all symbols, language and processes used within Queen's meet our brand guidelines and I actively remove those that don't.</p>				

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.