



MY LEADERSHIP AND MANAGEMENT FRAMEWORK

Level 4

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 4 the first statement against Personal Development and Self Awareness is **I maintain an external focus, leveraging opportunities to extend and develop knowledge of best practice, so that the impact benefits Queen's**. 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>I maintain an external focus, leveraging opportunities to extend and develop knowledge of best practice, so that the impact benefits Queen's.</p> <p>I embrace challenge and use it to improve my effectiveness as a leader.</p> <p>Using resources from within and outside Queen's, I continually reflect on my leadership impact within the wider HE Sector.</p> <p>I understand how the pressures associated with a high-profile role can affect me and my performance.</p>				
LEADING YOURSELF	<p>I maintain focus on what needs to be achieved when faced with multiple demands and priorities.</p> <p>I recognise when action is needed to deliver an effective outcome.</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 can set individual interests aside, supporting and actively implementing collaboration and interdisciplinary ways of working both internally and externally.</p> <p>I take responsibility for the success of Queen's as a whole – not just my own priorities.</p>				
TEAMS	<p>I play an active role in and lead senior teams.</p> <p>I engage in building Queen's internal capacity by providing opportunities for others to take on leadership activities.</p> <p>I lead effective boards and set challenges that will deliver key strategic objectives and the vision.</p> <p>I provide opportunities for others from within and outside Queen's to positively contribute in order to effect positive change.</p>				
POSITIVE RELATIONSHIPS	<p>I recognise where I need to build internal and external relationships to advance Queen's regional, national and global impact.</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>When developing strategic plans I consider the potential impact on Queen's of broader external context and factors (regional, national and global).</p>				
RESOURCES	<p>I ensure that executive boards have the correct information to enable effective discussions and decision-making on the strategic resources required to deliver the Queen's vision.</p>				
PEOPLE AND PERFORMANCE	<p>In line with our core values, ICARE, I champion the use of inclusive and interdisciplinary teams.</p> <p>I realise Queens's vision and goals through positive relationship and collaboration with others.</p> <p>In line with our core values, ICARE, I promote and champion an inclusive workplace where everyone has a voice and is listened to.</p> <p>I ensure that performance processes support the culture.</p> <p>I empower leaders to use feedback to improve engagement and deliver culture goals.</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 consider the broader external context and factors that may create challenge and opportunity for Queen's, enabling the University to undergo positive change.</p> <p>I ensure Queen's best interests are a key influence for change.</p> <p>Following a period of change, I reflect on the learnings and build on these as part of strategic planning.</p>				
USING KNOWLEDGE	<p>When devising future development plans for Queen's I take into account my knowledge and experience of external factors regionally, nationally and globally.</p>				
DECISION MAKING	<p>I uphold the Queen's core values, ICARE, to ensure decision-making is carried out with integrity and in line with the Queen's strategic direction.</p> <p>I am capable of making difficult decisions that are in the best interests of Queen's strategic goals, even when they are not well-received by all.</p>				



VISION LEADERSHIP

PRESENTING, PROTECTING & PROMOTING



HOW OFTEN DO I...

	WHAT I DO AND HOW I DO IT	NEVER	SOMETIMES	MOSTLY	ALWAYS
BUILDING AN ORGANISATIONAL VISION	<p>Through active engagement with key stakeholders I develop a shared vision that reflects the future needs and aspirations of Queen’s and the future direction of education and research.</p> <p>I think about the role of culture in delivering a better working and learning environment, and I promote strategies that align the vision to the values.</p>				
INFLUENCING OTHERS	<p>I actively participate in and lead on conversations about the future of education and research.</p> <p>I am conscious of competing interests and effectively balance organisational aspirations and broader external landscape.</p> <p>I play a role in influencing external agendas and priorities on a regional, national and global scale.</p> <p>I influence key decision-makers who determine future government policy that directly impacts Queen’s.</p>				
COMMUNICATING THE VISION	<p>I empower and enthuse others by communicating our vision with passion.</p> <p>I encourage others to share my enthusiasm for the vision by creating a sense of joint ownership.</p> <p>I prepare for challenges and take a proactive approach to dealing with set-backs.</p> <p>Through my daily activities and behaviours, I demonstrate a passion and personal commitment to enacting Queen’s vision.</p> <p>I ensure I act with integrity and creditability in order to convincingly advocate for the Queen’s Vision.</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.