

<u>Sharing the vision</u> Strong: Making long term goals desirable Do I encourage others to become ‘ambassadors’ for the vision and generate excitement about long-term aims? Do I find ways to make a vivid picture of future success emotionally compelling? Do I establish ongoing communication strategies to deal with the more complex and difficult issues?	<u>Engaging the team</u> Strong: Co-operating to raise the game Do I enable my team to feed off each other’s ideas, even if there is a risk the ideas might not work? Do I encourage team members to get to know each other’s pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched? Do I offer support and resources to other teams in my organisation?
<u>Holding to account</u> Strong: Challenging for continuous Improvement Do I constantly look out for opportunities to celebrate and reward high standards? Do I actively link feedback to the overall vision for success? Do I notice and challenge mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain?	<div><u>Influencing for results</u> Strong : Developing collaborative agendas and consensus Do I use ‘networks of influence’ to develop consensus and buy-in? Do I create shared agendas with key stakeholders? Do I use indirect influence and partnerships across organisations to build wide support for my ideas? Do I give and take?</div> <div><u>Developing capability</u> Strong: Building longer term capability Do I explore the career aspirations of colleagues in my team and shape development activities to support them? Do I provide long-term mentoring or coaching? Do I spot high-potential colleagues or capability gaps in my team and focus development efforts to build on or deal with the situation?</div>

Inspiring shared purpose

Strong: Taking personal risks to stand up for the shared purpose

Do I have the self-confidence to question the way things are done in my area of work?

Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?

Do I support my team or colleagues when they challenge the way things are done?

Leading with Care

Exemplary: Spreading a caring environment beyond my own area

Do I take positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams?

Do I share responsibility for colleagues' emotional wellbeing even when I may be junior to the?

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Evaluating Information

Exemplary: Developing new concepts

Do I develop strategies based on new concepts, insights, or perceptive analysis?

Do I create improved pathways, systems or processes through insights that are not obvious to others?

Do I carry out, or encourage, research to understand the root causes of issues?

Connecting our Service

Strong: Adapting to different standards / approaches outside my organisation

Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas?

Am I flexible in my approach so I can work effectively with people in organisations that have different standards and approaches from mine?

Do I act flexibly to overcome obstacles?