






4 Encourages and values feedback and contributions

Feedback is a useful source of information and different perspectives mean different ideas are available to you. Do you consistently ask for and act on feedback, whilst managing your own sensitivities? Do you ensure a range of opportunities for colleagues to contribute to planning and decision making, and acknowledge contributions?

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




5 Empowers others to contribute and deliver

Empowering is creating the conditions for another to be successful, often a complex mix of support, learning and letting go, it starts from a position of respect and valuing others, and recognises that each individual will bring different strengths and require different conditions.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




6 Is accountable for own actions and decisions and encourages accountability in others

Managers need to acknowledge their own role when things go wrong and be ready and open to learn and change; they need to model this to their team. Managers need to pay attention to developing a no-blame culture, so that the focus when things go wrong, is not about who was at fault, but about learning from experience so that the same thing doesn't happen again. This develops a team who are confident to be honest if something has gone wrong and to explore options and identify learning. Accountability can help a team to hold continuous improvement at its heart.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very

How critical is this element in relation to your current work context?




 Not critical
  Fairly critical
  Critical/Urgent

Getting things done




1 Achieves agreed objectives, using resources and deploying staff flexibly

You are clear on your objectives and how these support the wider University strategy; you ensure that you manage resources effectively and with regard to environmental sustainability. You delegate appropriately to staff so that objectives are delivered, setting regular milestones and monitoring progress as appropriate. An effective manager adjusts plans as circumstances change and keeps people involved and updated. Resources usually mean time, people and cost – financial and environmental.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




2 Thinks ahead, planning and delegating work and leading change effectively

Devises plans to achieve agreed goals, considering task, process and people. Predicting pinch points, responding to changing priorities, readiness for change (self and team), planning realistically, not becoming too attached to specific approaches. Planning for the now, next and future scenarios. Deploying your team strategically, identifying and selecting options without getting lost in the details and resisting the temptation to do it all yourself.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




3 Influences stakeholders to achieve desired change

A stakeholder is someone who impacts your work or whose work is impacted by yours. An in-depth understanding of your stakeholders' contexts, needs, values, preferences and goals will help you achieve change goals. Be able to put yourself in their shoes to predict support and resistance, and use the language and approaches that suit their context. Develop an understanding of the wider system inside and outside of the University to inform your work.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




4 **Makes the most of current and emerging talent**

Values every team member for their strengths and their potential. Thinks about the team as a whole and sees every task as a learning opportunity for somebody. Investment in people now reaps dividends later. Understands that a team member who grows beyond their role is a success story.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




5 **Shows awareness of the wider context of the university, managing risk and reputation**

All managers have a responsibility to manage risks to the University and its reputation. Be mindful of implications of team actions and communications. What does the wider world see of your work and your team’s work? Spending some time thinking about what matters in this respect can indicate what needs careful attention – and what does not.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very




How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent




6 **Seeks to do things better, evaluating progress, innovating and taking action where necessary**

This is a way of being at work, where even under pressure a manager is looking to a better future - continually evaluating themselves and their team. Routinely building in time and processes to learn from what is working and to strengthen and improve wherever possible, applying creative thinking and learning from other organisations and new developments.

How confident and skilled are you in relation to this element?

 Very
  Fairly
  Not very

How critical is this element in relation to your current work context?

 Not critical
  Fairly critical
  Critical/Urgent

Now read through your answers to the questions and complete the table below

High priority development areas: ●●

List here any elements which you have assessed as 'not very' confident and skilled and 'critical/urgent' in relation to current work context (red, red) (if none, move on to the section below)

Being a Leader

1 2 3 4 5 6

Working with others

1 2 3 4 5 6

Getting things done

1 2 3 4 5 6

Medium priority development areas: ●●●●

List here any elements which you have assessed as 'fairly' confident and skilled and 'critical/urgent' or 'fairly critical' (red, amber or amber, amber)

Being a Leader

1 2 3 4 5 6

Working with others

1 2 3 4 5 6

Getting things done

1 2 3 4 5 6

Now go to the learning activities. For each priority element you have identified, you can complete one or two activities to further develop your skills and confidence and find ideas for reflecting on and building your practice in the selected area.

All the best with your learning journey.