

# SELF DIAGNOSTIC

Looking at the elements within the Leadership Framework, and reading the additional supporting information\*, consider your confidence and skill levels against each element, and how critical each element is to your current work situation.



\* (NB this is not a definitive description but intended to provide a flavour of what this might cover)

**ELEMENT 2b** People & Organisational Development

**LEARNING ACTIVITIES FOR MANAGERS**  
Articulates a clear vision, engaging others in the process

**Introduction**  
Staff engagement is critical to successful outcomes. You can have the most wonderful mission statement for your team, but if it is only informed by one or two individuals and if no one is breathing life into it every day it soon becomes another good idea neatly filed away ('Culture eats strategy for breakfast', Drucker).

Engaging your team in reflection and discussion about your mission, vision and values strengthens the process and helps create the conditions for a positive work culture: one based on a shared understanding of purpose and values. It also allows you to raise any divergences which may come to light as you work through this process. This will support the team to all pull in the same direction.

A helpful starting point to ensure team members feel fully engaged with the team's vision can be to discuss values and how these influence our work, and to align team values.

**ACTIVITY**

**Values work**  
Values are the deeply held beliefs that drive our behaviour. Values drive our behaviour.

**Part 1**  
What values drive this team and how do they influence our work?

- Using experience
- In pairs.
- Share the time equally.
- A speaks, B encourages, asks questions.
- Swap roles.

**ELEMENT 3a** People & Organisational Development

**WORKING WITH OTHERS**  
Facilitates open and transparent communication

**Effective Communication Channels**  
'Communication is the real work of leadership' Nitin Nohria  
Good communication is at the heart of effective working relationships and productive, engaged teams. Managers can take time to consider with their team what internal communication channels will be useful. This includes regular one-to-one meetings, team meetings, working groups, Microsoft Teams channels, email updates, etc. This needs to be a balance between opportunities for discussion and dialogue, communicating the hierarchy, keeping people included in key updates and decision-making where appropriate. There needs to be a balance between updating and spending all day in meetings – consider the most appropriate channels for different aspects of your team's work and plans.

What if your manager was an effective, open and transparent communicator? How confident you wouldn't get any surprises and would have been able to get things done into plans.

How confident are you in this confidence? Note down everything that contributed to your confidence.

Where could have been improved or where you were confident in your team. What was happening/not happening? Note down everything that contributed to this feeling.

What are you going to do to strengthen your own practice?

**ELEMENT 4a** People & Organisational Development

**GETTING THINGS DONE**  
Makes the most of emerging talent

**Talent Management**  
What strengths and talents do you have in your team/department?

Workforce planning

Talent acquisition

Onboarding and engagement

Succession planning

Talent management

Development

Performance management

**ACTIVITY**

## Being a Leader

### 1 Thinks strategically, taking an open and long-term view of possibilities

Strategic thinking requires a manager to learn about the wider system in which they work, as well as the broad developments (Political, Economic, Sociological, Technological, Legal and Environmental) that may impact on their work, and to look ahead to see what different scenarios, challenges or opportunities may emerge. Managers need to consider the implications of their decisions and plans beyond their immediate effect and how they contribute to the bigger picture, e.g. how does your team or department impact other parts of the University and how do changes and plans elsewhere relate to your area of responsibility. What's the effect now, later and in the future?

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 Articulates a clear vision, engaging others in the process

This is about being clear on the difference your team's work will bring about if you are successful, and what the gap would be if your team were not here. Managers need to be able to engage team members and other stakeholders in shaping this vision. All plans and decisions need to be supportive of your vision, and your vision should help shape these; team members should be comfortable in describing the team vision and the part they each play.

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 Acts purposefully and decisively to enable the achievement of goals and objectives

This is about having a clear approach to making timely, evidence-based decisions which support your vision and goals, consulting appropriately.

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 Takes responsibility and acts with integrity based on strong self-awareness and continuous reflection**

Managers need to develop a habit of self-reflection, to better understand what you do well and where you can do better, what has motivated your responses and how you are perceived by others. Plans and decisions need to be aligned to shared values and best practice. Managers need to lead by example and quickly and clearly acknowledge their own mistakes.

**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 courage, resilience and creativity in approaching problems and difficult decisions**

Courage as a manager means not hiding when there are problems to solve and difficult emotions to negotiate. Resilience is about being able to resource yourself to withstand and adjust to setbacks and remain focused on maintaining momentum and achieving your goals. And creativity means you are open to doing things differently, you seek new ideas from others and you find ways to relax which allow new ideas to emerge. You seek different perspectives to shift your own.

**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 Leads inclusively and champions equality and diversity**

You understand your own implicit biases and strive to challenge these in your actions and approaches. You are familiar with and implement the University's equality and diversity policies, and you encourage your team to question their own biases and assumptions. You ensure that promoting diversity, equality and inclusivity is a priority, never a tick box, and understand the importance of this in creating effective and cohesive teams.

**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

## Working with others




### 1 Builds effective relationships

In most work settings, the quality of relationships has a huge impact on how well work gets done or how quickly decisions are made. Effective relationships are based on mutual respect, trust, clarity of roles and consistent expectations of what needs to be done and how people behave, along with effective communications. Managers need to consider how to nurture relationships, where to put their energy and also pay attention to the relationships within the team.

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

<input type="checkbox"/>  Very	<input type="checkbox"/>  Fairly	<input type="checkbox"/>  Not very
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**How critical is this element in relation to your current work context?**

<input type="checkbox"/>  Not critical	<input type="checkbox"/>  Fairly critical	<input type="checkbox"/>  Critical/Urgent
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### 2 Develops, motivates and supports others

Developing your team means identifying current areas for development and new areas for development related to new team goals and plans, and working with your team members to identify opportunities to learn and develop on the job (and if appropriate from formal training). People that continue to learn are more likely to retain a flexibility of thinking which fosters innovation. Knowing what motivates each team member will help ensure they are able to deliver their best. A team that feels supported is more resilient and more likely to support each other.

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

<input type="checkbox"/>  Very	<input type="checkbox"/>  Fairly	<input type="checkbox"/>  Not very
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**How critical is this element in relation to your current work context?**

<input type="checkbox"/>  Not critical	<input type="checkbox"/>  Fairly critical	<input type="checkbox"/>  Critical/Urgent
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### 3 Facilitates open and transparent communication

Managers need to ensure that planning and decision-making processes are clear and transparent, and that wherever possible all staff impacted are kept in the loop. Managers need to put in place structures to facilitate openness and ensure diverse voices can be heard, and need to demonstrate that this is valued.

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

<input type="checkbox"/>  Very	<input type="checkbox"/>  Fairly	<input type="checkbox"/>  Not very
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**How critical is this element in relation to your current work context?**

<input type="checkbox"/>  Not critical	<input type="checkbox"/>  Fairly critical	<input type="checkbox"/>  Critical/Urgent
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**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.