**APPENDIX 7**

**Demonstrating strong leadership:** The council needs managers who will direct, develop and support their teams. Managers are required to demonstrate effective leadership qualities in line with the leadership standards. They should manage and motivate their teams to achieve the council’s objectives while enabling staff members to reach their individual potential.

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|  | **What it is not:**  **Level 0: Unsatisfactory** | **What it is: Level 1: Satisfactory** | **What it is: Level 2: Good** | **What it is: Level 3: Excellent** |
| **Change management** | Tolerating lack of commitment towards change. Accepting low level performance and effectiveness of staff and processes | Being open and willing to explore new ideas and ways of working. Identifying and addressing poor performance with individuals and teams | Providing support to other managers as a change role model. Managing change initiatives and taking steps to prevent underperformance | Creating an environment and culture that encourages innovation, change and continuous improvement |
| **Performance management** | Not setting clear expectations, objectives or standards of performance | Clarifying individual roles and responsibilities, setting clear standards, measuring performance and regularly reviewing the team’s workloads | Providing a strong sense of direction, evaluating performance to inform improvements | Creating a clear vision, strategies and standards which provide realistic long-term objectives and targets |
|  | Failing to acknowledge the potential of other people or groups | Encouraging others to try new ways of approaching tasks | Encouraging others to take on new challenges to develop their skills. Providing support, and constructive feedback at the appropriate time | Developing a mix of skills, experience and knowledge within teams to achieve the best results. The value of training and development is recognised and embedded within the culture of the team |
| **Leadership style**  **Leadership style (contd)** | Being inflexible in the way teams are led and managed. Not leading by example | Adapting leadership style to fit the individual or situation. Can be seen in the ‘trenches’ assisting the team when demand requires | Leading by example, showing enthusiasm and creativity and inspiring a positive attitude and a strong desire to succeed in others | Creating a culture that encourages flexibility and positive attitudes. Being widely respected for commitment and work ethic, building partnerships, values diversity and striving to ensure individuals are treated fairly and respectfully |
| Showing panic, outwardly lacking confidence, creating stress within the team and intimidating others. Giving in when problems arise or when challenged | Being calm, assertive and controlled, particularly in challenging situations. Managing setbacks and providing reassurance to the team | Showing confidence, reassuring and helping others to be resilient. Seeking solutions to overcome all problems encountered. Keeping the team calm and helping them to manage their own stress levels in challenging situations | Being outwardly recognised as a calm and assured leader. Creating and sustaining a working environment where staff are skilled to face and overcome problems |
| **Communication** | Failing to communicate the vision, values and expectations of the team resulting in different goals being worked too | Effectively communicating what is required by the team to ensure the same goals are being worked towards | Being continually aware of how changes in policy and strategy will impact on areas of responsibility and communicating these changes at the appropriate time | Using innovative methods to communicate information and ensuring teams fully understand how their roles sit within the wider vision and objectives particularly in a change environment |
| **Judgement** | Making hasty or poorly judged decisions that don’t take account of short or long-term objectives. Lacking direction and getting hung up on the unimportant issues | Staying focused on the big picture. Gathering sufficient and relevant information to make fair and consistent decisions. | Taking decisive action, even when information is incomplete or guidelines are broad. Showing creativity when assessing and choosing options and knowing when to use the knowledge/experience within the team to aid accurate decision making | Woking with stakeholders when making complex and long-term strategic decisions. Developing a cohesive approach to service delivery with the right mix of skills and knowledge |
| **Skills and knowledge** | Lacking commercial awareness resulting in lost opportunities to deliver better value for money | Being commercially aware and working to deliver better value for money | Spotting commercial opportunities to deliver better value for money. Using analysis to make business decisions | Being innovative and entrepreneurial in approach to developing commercial opportunities. Developing a value for money culture in the team |
| Lacking knowledge of the council’s approach to working with customers and communities | Developing knowledge to understand who the customers are and what they need | Applying knowledge gained to engage and understand the views of customers and communities and using these to improve processes | Encouraging innovative ways of engaging and consulting with customers and communities |