**** **Leadership Ladder – Level 2 Assessment**

Welcome to the Assessment Tool for Level 2 of the Leadership Ladder. Level 2 has been designed for our People Managers and Senior Leaders. We recognise that good leadership is key to effective, motivated teams and an excellent service. Leadership is a profession in its own right; therefore, refreshing our understanding and knowledge is as necessary as it is for other professions.

The purpose of this assessment is to help you recognise the leadership skills and behaviours you already use, and to identify any areas which would be of benefit to you and your team to further develop through the Leadership Ladder tool. To ensure you are fully recognising your existing skills and accurately identifying areas for development, you should discuss this assessment with your manager, who will discuss each element with you approving your application of the behaviour. You manager will then complete the Reporting Tool (via People First) on attainment of all elements.

| **Level 2** | **Element…** | **Can I / Do I…** | **I will learn how to do this /**  **develop my confidence** | **I do this** | **Comments**  e.g. is the behaviour/skill used consistently? |
| --- | --- | --- | --- | --- | --- |
|  | 1. **Being a vision ambassador** | * Describe future changes in a way that inspires hope, and reassures colleagues, donors and the public. * Explain controversial and complex plans in a way that different groups can hear, understand and accept. |  |  |  |
| 1. **Embracing Challenge** | * Challenge practices and behaviours in the interests of the service. * Welcome challenge about my own practice and behaviours. |  |  |  |
|  | 1. **Creating an inclusive environment** | * Decide how to have a positive impact on other people through inclusive communication. * Build collaboration through valuing difference and inclusivity as it applied to my workplace. |  |  |  |
|  | 1. **Being a solution focused leader** | * Recognise and actively appreciate each person’s unique perspectives and experience. * Use appreciative inquiry to find effective solutions to challenges. |  |  |  |
| 1. **Effective decision making** | * Use information to generate new ideas and make effective plans for improvement or change. * Make evidence-based decisions that respect different perspectives and meet the needs of all service users. |  |  |  |
|  | 1. **Engaging with internal and external customers, to improve and connect services** | * Understanding how services fit together and how different people, teams or organisations interconnect and interact. * Identify and act upon small things that might make a difference. |  |  |  |
|  | 1. **Talent management** | * Build capability to enable people to meet   future challenges.   * Use a range of experiences as a vehicle for individual and organisational learning * Act as a role model for personal development. |  |  |  |
| 1. **Performance management** | * Agree clear performance goals and quality indicators. * Hold conversations about their learning, growth and development * Support individuals and teams to take responsibility for results. * Provide balanced feedback. |  |  |  |
| 1. **Employee wellbeing** | * Recognise the unique qualities and needs of a team. * Provide a caring, safe environment to enable everyone to do their jobs effectively. |  |  |  |
|  | 1. **Creating local plans** | * Assess suggestions and solutions to deliver ideas that meet service need. * Consider best practice and benchmarking to assist in creating local plans. |  |  |  |

**Once you have completed Level 2 of the Ladder, please report this via the reporting tool on People First.**