**** **Leadership Ladder – Level 3 Assessment**

Welcome to the Assessment Tool for Level 3 of the Leadership Ladder. Level 3 of the Leadership Ladder is for Senior Leaders (Band 8a upwards). It is designed to consider your existing leadership skills and qualities; this is therefore reflected in the minimal content. You will have already completed the assessment of skills and behaviours against Levels 1 and 2. To successfully complete Level 3, you must have achieved all elements, including the completion of the activity described in the final section ‘Learning into Action – Enable great leadership within your function’. To ensure you are fully recognising your existing skills and accurately identifying areas for development, you should discuss your assessment(s) 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 3** | **Element…** | **I have/I understand how I will …** | **Working towards** | **Achieved** | **Comments on completing Level 3** |
| --- | --- | --- | --- | --- | --- |
| Strategic thinking | 1. **Inputting into a strategic plan**
 | * Become (more) visible as a leader in the organisation
* Contribute to the advancement of service improvement through strategic planning
 |  |  | As appropriate to your role |
| 1. **External Benchmarking**
 | * Further develop the quality of the service by measuring results against those of other services and organisations
 |  |  |  |
| Culture and NHSBT behaviours | 1. **The impact of our behaviours, decision making and how we resolve conflict**
 | * Positively influence the culture of NHSBT
 |  |  |  |
| **Learning into action** | **Enabling great leadership within your function**  | Based on the behaviours you have demonstrated and continue to put into practice from all the levels, explore the barriers within your function that could impact enabling great leadership. Focus on solutions to assist with removing these barriers. Once completed, agree with your manager how you are going to action a solution to remove one or more of these barriers within your function to enable great leadership and encourage the behaviours within the Ladder. Then put your recommendations into action!  |  |  | Required activity of level 3 |

 **Once you have completed Level 3 of the Ladder, please report this via the reporting tool on People First.**