

Leadership and Management

A competency framework for the Advice Skills Academy



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Acknowledgements

This competence framework has been produced for use *within* the Advice Skills Academy and should not be shared or adapted for wider use.

The framework draws on the NHS Leadership Framework, the Leadership Qualities Framework for Adult Social Care and the Competency Framework for Local Government in Northern Ireland.

Leadership and Management Competency Framework

This framework sets out the building blocks of leadership. It describes the qualities shown by successful leaders and managers, explaining how these qualities play out at each leadership and management level within the advice sector.

The framework provides individuals and organisations with a benchmark against which to measure their current leadership capability and to create targeted learning and development plans.

3 leadership & management levels

- **Front line**

Casework and advice session supervisors; team leaders; office managers; training co-ordinators

- **Operational**

Service managers; assistant chief officers; project managers

- **Strategic**

Chief officers; trustees

6 leadership and management competency groups

1. Creating the vision

- 1.1 Developing the vision for the organisation
- 1.2 Influencing the vision of the wider advice sector
- 1.3 Communicating the vision
- 1.4 Embodying the vision

2. Delivering the strategy

- 2.1 Framing the strategy
- 2.2 Developing the strategy
- 2.3 Implementing the strategy
- 2.4 Embedding the strategy

3. Setting direction

- 3.1 Identifying the contexts for change
- 3.2 Applying knowledge and evidence
- 3.3 Making decisions
- 3.4 Evaluating impact

4. Managing & developing services

- 4.1 Planning
- 4.2 Managing resources
- 4.3 Managing people
- 4.4 Managing performance
- 4.5 Critically evaluating
- 4.6 Encouraging improvement and innovation

5. Demonstrating personal qualities

- 5.1 Developing self-awareness
- 5.2 Managing yourself
- 5.3 Continuing personal development
- 5.4 Acting with integrity

6. Working with others

- 6.1 Developing networks
- 6.2 Building and maintaining relationships
- 6.3 Encouraging contribution
- 6.4 Working within teams

Competency groups 1 & 2 are only relevant to those in strategic leadership and management roles.

1. Creating the vision

1.1 Developing the vision for the organisation

Good leaders:

- Actively engage with colleagues and key influencers, including clients and the public, about the future of the organisation.
- Broadly scan and analyse the full range of factors that will impact upon the organisation, to create likely scenarios for its future.
- Create a vision which is bold, innovative and reflects the aims principles and policies of Citizens Advice.
- Continuously ensures that the organisation's vision is compatible with future developments within the wider advice sector.

What good leadership and management looks like

Actively engages key stakeholders in creating a bold, innovative, shared vision which reflects the future needs and aspirations of the population and the future direction of the advice sector.

Thinks broadly and aligns the vision of the local Citizens Advice service and the values of the wider advice sector.

1. Creating the vision

1.2 Influencing the vision of the wider advice sector

Good leaders:

- Seek opportunities to engage in debate about the future of advice services
- Work in partnership with others in the advice sector and local community to develop a shared vision
- Negotiate compromises in the interests of better services for clients
- Influence key decision-makers who determine future government policy that impacts on the advice sector

What good leadership and management looks like

Actively participates in and leads on debates about the future of advice and related services.

Manages political interests, balancing tensions between organisational aspirations and the wider environment.

Shapes and influences local, regional and national advice service priorities and agendas.

1. Creating the vision

1.3 Communicating the vision

Good leaders:

- Communicate their ideas and enthusiasm about the future of the organisation and its services confidently and in a way which engages and inspires others.
- Express the vision clearly, unambiguously and vigorously.
- Ensure that stakeholders within and beyond the immediate organisation are aware of the vision and any likely impact it may have on them.
- Take time to build critical support for the vision and ensure it is shared and owned by those who will be communicating it.

What good leadership and management looks like

Clearly communicates the vision in a way that engages and empowers others.

Uses enthusiasm and energy to inspire others and encourage joint ownership of the vision.

Anticipates and constructively addresses challenges.

1. Creating the vision

1.4 Embodying the vision

Good leaders:

- Act as a role model, behaving in a manner which reflects the values and principles inherent in the vision.
- Demonstrate confidence, self-belief, tenacity and integrity in pursuing the vision.
- Challenge behaviours which are not consistent with the vision.
- Identify symbols, rituals and routines within the organisation which are not consistent with the vision, and replace them with ones that are.

What good leadership and management looks like

Consistently displays passion for the vision and demonstrates their commitment to it through their day-to-day actions.

Uses personal credibility to act as a convincing advocate for the vision.

2. Delivering the strategy

2.1 Framing the strategy

What good leadership and management looks like

Good leaders:

- Take account of the culture, history and long term underlying issues for the organisation.
- Use sound organisational theory to inform the development of strategy.
- Identify best practice which can be applied to the organisation.
- Identify strategic options which will deliver the organisation's vision.

Critically reviews relevant thinking, ideas and best practice and applies whole systems thinking in order to conceptualise a strategy in line with the vision.

2. Delivering the strategy

2.2 Developing the strategy

Good leaders:

- Engage with key individuals and groups to formulate strategic plans to meet the vision.
- Strive to understand others' agendas, motivations and drivers in order to develop strategy which is sustainable.
- Create strategic plans which are challenging yet realistic and achievable.
- Identify and mitigate uncertainties and risks associated with strategic choices.

What good leadership and management looks like

Integrates the views of a broad range of stakeholders to develop a coherent, joined up and sustainable strategy.

Assesses organisational readiness for change.

Manages the risks, political sensitivities and environmental uncertainties involved.

2. Delivering the strategy

2.3 Implementing the strategy

Good leaders:

- Ensure that strategic plans are translated into workable operational plans, identifying risks, critical success factors and evaluation measures.
- Identify and strengthen organisational capabilities required to deliver the strategy.
- Establish clear accountability for the delivery of all elements of the strategy, hold people to account and expect to be held to account themselves.
- Respond quickly and decisively to developments which require a change in strategy.

What good leadership and management looks like

Responds constructively to challenges.

Puts systems, structures, processes, resources and plans in place to deliver the strategy.

Establishes accountabilities and holds people in local, regional, and national structures to account for jointly delivering strategic and operational plans.

Demonstrates flexibility when changes required.

2. Delivering the strategy

2.4 Embedding the strategy

Good leaders:

- Support and inspire others responsible for delivering strategic and operational plans, helping them to overcome obstacles and challenges, and to remain focused.
- Create a consultative organisational culture to support delivery of the strategy and to drive strategic change within the wider advice sector and local community.
- Establish a climate of transparency and trust where results are discussed openly.
- Monitor and evaluate strategic outcomes, making adjustments to ensure sustainability of the strategy

What good leadership and management looks like

Enables and supports the conditions and culture needed to sustain changes integral to the successful delivery of the strategy.

Keeps momentum alive by reinforcing key messages, monitoring progress and recognising where the strategy has been embraced by others.

Evaluates outcomes and uses learning to adapt strategic and operational plans.

3. Setting direction

3.1 Identifying the contexts for change	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Demonstrate awareness of the political, social, technical, economic, organisational and professional environment. • Understand and interpret relevant legislation and accountability frameworks. • Anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on advice service outcomes. • Develop and communicate aspirations. 	<p>Identifies the external and internal drivers of change and communicates the rationale for change to others.</p>	<p>Actively seeks to understand the potential impact of the external advice sector environment on the organisation.</p> <p>Translates the implications of change into strategies and actions.</p>	<p>Synthesises knowledge from a broad range of sources.</p> <p>Identifies future challenges and imperatives that will create the need for change and move the service in new directions.</p> <p>Influences the context of change in the best interests of clients.</p>

3. Delivering the strategy

3.2 Applying knowledge and evidence	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Use appropriate methods to gather data and information. • Carry out analysis against an evidence-based criteria set. • Use information to challenge existing practices and processes. • Influence others to use knowledge and evidence to achieve best practice. 	<p>Supports and encourages the team to improve inefficient, unnecessary or unworkable practices.</p>	<p>Supports and encourages the organisation to improve inefficient, unnecessary or unworkable practices.</p> <p>Uses knowledge and evidence to improve management of risk.</p>	<p>Uses knowledge and evidence to improve the risk management framework and develop more effective strategies.</p>

3. Delivering the strategy

3.3 Making decisions	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Participate in and contribute to organisational decision-making processes. • Act in a manner consistent with the values and priorities of their organisation and profession. • Educate and inform key people who influence and make decisions. • Contribute their unique perspective to team, department, system and organisational decisions. 	<p>Provides advocacy for their team.</p> <p>Builds decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.</p>	<p>Provides advocacy for their organisation.</p> <p>Builds decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.</p>	<p>Challenges vested interests to ensure good quality advice service provision.</p> <p>Builds strategic decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.</p>

3. Delivering the strategy

3.4 Evaluating impact	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Test and evaluate new service options. • Standardise and promote new approaches. • Overcome barriers to implementation. • Formally and informally disseminate good practice. 	<p>Evaluates and embeds approaches and working methods that have proved to be effective into the working practices of teams and individuals.</p> <p>Models and encourages staff to find ways to enable clients to influence the nature of advice services.</p>	<p>Identifies gains which can be applied elsewhere in the organisation and incorporates these into operational/business planning.</p> <p>Disseminates learning from changes which have been introduced.</p> <p>Models and encourages Front-Line Leaders to find ways to enable clients to influence the nature of advice services.</p>	<p>Synthesises learning arising from changes that have been introduced and incorporates these into strategic planning.</p> <p>Shares learning with the wider advice sector and local community.</p> <p>Fosters and leads a culture of enablement.</p>

4. Managing and developing services

4.1 Planning	What good leadership and management looks like		
<p>Good leaders:</p> <ul style="list-style-type: none"> • Support plans for services that are part of the strategy for Citizens Advice and community support systems. • Gather feedback from clients and colleagues to help develop plans. • Contribute their expertise to planning processes. • Appraise options in terms of benefits and risks. 	Front line	Operational	Strategic
	Shows commitment to design services in response to the needs and wants of clients, learning from experience and with appropriate assessment of opportunity and risk.	Consistently seeks to shape services around the needs and desires of clients, learning from experience and with appropriate assessment of opportunity and risk.	Creates a culture of shaping services around the needs and desires of clients within an appropriate governance and risk management framework.

4. Managing and developing services

4.2 Managing resources	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Accurately identify the appropriate type and level of resources required to deliver effective services. • Ensure services are delivered within allocated resources. • Minimise waste. • Take action when resources are not being used efficiently and effectively. 	<p>Identifies resource requirements associated with delivering services.</p> <p>Manages resources and takes action to ensure their effective and efficient use.</p>	<p>Forecasts resource requirements associated with delivering advice services efficiently and effectively.</p> <p>Manages resources taking into account the impact of national and local strategies and priorities.</p> <p>Works in partnership with others, making the most of what statutory and voluntary organisations and other assets within the community have to offer.</p>	<p>Strategically manages resources across the organisation and wider advice and support sector.</p> <p>Provides staff with the support and resources needed to effectively fulfil their roles.</p> <p>Has a strategic overview of available provision which in turn informs decision-making and sets organisational direction.</p>

4.Managing and developing services

4.3 Managing people	What good leadership and management looks like		
<p>Good leaders:</p> <ul style="list-style-type: none"> • Provide guidance and direction for others using the skills of team members effectively. • Review the performance of the team members to ensure that planned service outcomes are met. • Support team members to develop their roles and responsibilities. • Support others to provide good quality advice and related services. 	Front line	Operational	Strategic
	<p>Models and encourages staff to enable clients to resolve the problems they face.</p> <p>Guides, directs and supports colleagues, to ensure that high quality advice outcomes are achieved.</p> <p>Maintains a personal style which engenders trust and which shapes the team.</p> <p>Ensures that supervision and review processes consistently reinforce a continuous improvement ethos.</p>	<p>Maintains a personal style that gets the best out of others across the service.</p> <p>Guides, directs and supports colleagues, to ensure that high quality advice outcomes are achieved.</p> <p>Maintains a personal style which engenders trust and which shapes the service.</p> <p>Builds supervision and review processes that consistently reinforce a continuous improvement ethos.</p>	<p>Models exemplary behaviour that gets the best out of others.</p> <p>Is prepared to actively lead the cultural change needed to support active engagement with clients and the wider public.</p> <p>Displays a personal style which engenders trust, and which shapes a culture of continuous improvement.</p> <p>Leads a culture of collectively responsible individuals.</p>

4. Managing and developing services

4.4 Managing performance	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Analyse information from a range of sources about performance. • Take action to improve performance. • Take responsibility for tackling difficult issues. • Build learning from experience into future plans. 	<p>Takes personal charge of key issues to ensure that quality advice is provided through responsibility and commitment.</p> <p>Works with the team to monitor what is working well and what can be improved.</p>	<p>Takes personal charge of key issues to ensure that quality advice is provided and fosters a culture in which people are confident in taking responsibility.</p> <p>Works across the organisation to recognise good performance and to take action where performance can be improved.</p>	<p>Takes personal charge of key issues to ensure that quality advice is provided and maintains a personal integrity which promotes excellence.</p> <p>Works across the service to recognise good performance and to take action where performance can be improved, ensuring that lessons are learned and used to inform future plans.</p>

4.Managing and developing services

4.5 Critically evaluating	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Obtain and act on the feedback and experiences of clients. • Assess and analyse processes using up-to-date improvement methodologies. • Identify advice service improvements and create solutions through collaborative working. • Appraise options, and plan and take action to implement and evaluate improvements. 	<p>Creates a dynamic atmosphere in the team and empowers staff to seek out opportunities for change and innovation, based on the needs of clients.</p> <p>Takes personal responsibility to act on feedback from staff and clients.</p>	<p>Actively shapes and supports the market for advice services in partnership with others, to ensure that appropriate services are commissioned/de-commissioned and that services adapt and respond to the changing needs of clients.</p> <p>Acting on feedback, fulfils commitments to clients, colleagues and partners.</p>	<p>Creates the organisational conditions that support change by enabling advice sector development and encouraging innovation and ideas for improvement to flourish.</p> <p>Builds a corporate culture of continuous review, quality and service improvement, putting clients at the centre of strategic planning and development.</p> <p>Models and creates an expectation that commitments are kept internally and externally.</p>

4. Managing and developing services

4.6 Encouraging improvement and innovation	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Question the status quo. • Act as a positive role model for innovation. • Encourage dialogue and debate with a wide range of people. • Develop creative solutions to improve and develop advice services. 	<p>Empowers staff to seek opportunities for community engagement.</p> <p>Demonstrates a culture of continuous improvement with their team and engages with others to ensure good practice is adopted.</p> <p>Actively contributes to and creates a team culture where discussion and ideas about advice service provision are exchanged.</p>	<p>Ensures that the service is designed around the contributions that clients make as well as their needs.</p> <p>Models and creates a culture of improvement and works across systems to improve practice.</p> <p>Demonstrates a culture of continuous improvement within their service and externally.</p> <p>Actively contributes to and creates a service where discussion and an exchange of ideas about advice service provision is commonplace.</p>	<p>Creates an ethos that values people at every level of the organisation, modelling distributed leadership and empowering staff.</p> <p>Leads a development and improvement cycle based on the needs and aspirations of clients, staff and the wider community.</p> <p>Demonstrates and champions a culture of continuous improvement and excellence.</p> <p>Champions debate about high quality advice service provision, internally and externally.</p>

5. Demonstrating personal qualities

5.1 Developing self-awareness	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Recognise and articulate their own values and principles, understanding how these may differ from those of other individuals and groups. • Identify their own strengths and limitations, the impact of their behaviour on others, and the effect of stress on their own behaviour. • Identify their own emotions and prejudices and understand how these can affect their judgement and behaviour. • Obtain, analyse and act on feedback from a variety of sources. 	<p>Personally shows awareness of responses of others to their actions and behaviours.</p> <p>Through everyday practice, allows staff to reflect upon how they impact on and deliver services.</p>	<p>Shows a well-developed sense of their own behaviour and through their presentation shapes the way staff impact on others.</p>	<p>Demonstrates and champions empathetic leadership.</p> <p>Uses appropriate leadership behaviours to shape impact for different individuals, groups and systems.</p>

5. Demonstrating personal qualities

5.2 Managing yourself	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Manage the impact of their emotions on their behaviour with consideration of the impact on others. • Are reliable in meeting their responsibilities and commitments to consistently high standards. • Ensure that their plans and actions are flexible, and take account of the needs and work patterns of others. • Plan their workload and activities to fulfil work requirements and commitments, without compromising their own health. 	<p>Prepared to challenge themselves to try new things.</p> <p>Shows authority by personally intervening when appropriate.</p>	<p>Prepared to challenge themselves to try new things, whilst supporting others to innovate.</p> <p>Takes responsibility for their organisation.</p>	<p>Prepared to challenge themselves to try new things to become a more effective leader.</p> <p>Takes responsibility for their organisation and service.</p> <p>Creates a supportive culture which enables others to innovate.</p>

5. Demonstrating personal qualities

5.3 Continuing personal development	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Actively seek opportunities and challenges for personal learning and development. • Acknowledge mistakes and treat them as learning opportunities. • Participate in continuing professional development activities. • Change their behaviour in the light of feedback and reflection. 	<p>Maintains their own learning and development.</p> <p>Ensures the relevant learning needs of staff are met.</p> <p>Reflects on their own work and gives and receives constructive feedback to enable team development.</p>	<p>Maintains their own learning and development.</p> <p>Supports staff to identify and address their learning and development requirements.</p> <p>Through reflection and two-way feedback, develops standards and practice to clearly outline expectations of learning.</p>	<p>Maintains their own learning and development.</p> <p>Establishes and supports a learning and improvement culture.</p> <p>Champions reflection and learning from experience, best practice and from other organisations.</p>

5. Demonstrating personal qualities

5.4 Acting with integrity	What good leadership and management looks like		
<p>Good leaders:</p> <ul style="list-style-type: none"> • Uphold personal and professional ethics and values, taking into account the values of the organisation and respecting the culture, beliefs and abilities of individuals. • Communicate effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities. • Value, respect and promote equality and diversity. • Take appropriate action if ethics and values are compromised. 	Front line	Operational	Strategic
	<p>Demonstrates and sets high standards of personal and professional behaviour and establishes boundaries between personal and professional responsibilities.</p> <p>Consistently puts core ethics and values into practice and promotes them in others.</p> <p>Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within teams.</p> <p>Personally promotes equality and diversity and ensures the team are sensitive to people's culture, age, gender, religion, race, sexual orientation and disability.</p>	<p>Demonstrates and sets high standards of personal and professional behaviour and leads a culture of professionalism.</p> <p>Consistently puts core ethics and values into practice and promotes them in others.</p> <p>Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within the organisation.</p> <p>Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability.</p>	<p>Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards.</p> <p>Consistently puts core ethics and values into practice and establishes and champions core ethics and values.</p> <p>Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations.</p> <p>Personally promotes equality and diversity and ensures the service is</p>

	<p>Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style.</p>	<p>Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style.</p>	<p>sensitive to people’s culture, age, gender, religion, race, sexual orientation and disability.</p> <p>Treats everyone with dignity and sensitivity and projects and maintains a convincing and authentic leadership style.</p>
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6. Working with others

6.1 Developing networks	What good leadership and management looks like		
<p>Good leaders:</p> <ul style="list-style-type: none"> • Identify opportunities where working in collaboration with others within and across networks can bring added benefits. • Create opportunities to bring individuals and groups together to achieve goals. • Promote the sharing of information and resources. • Actively seek the views of others. 	Front line	Operational	Strategic
	<p>Identifies and engages with other organisations and networks.</p> <p>Appropriately challenges, shares expertise and has an ongoing dialogue with community groups to ensure that they are inclusive.</p>	<p>Identifies and engages with other organisations and networks to share views and approaches.</p> <p>Appropriately challenges, shares expertise and has an ongoing dialogue with community groups to ensure that they meet the requirements of people who use services.</p>	<p>Promotes relationships at the highest level with other organisations and networks within and beyond the sector.</p> <p>Shares views and approaches with integrity.</p>

6. Working with others

6.2 Building and maintaining relationships	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Listen to others and recognise different perspectives. • Empathise and take into account the needs and feelings of others. • Communicate effectively with individuals and groups, and act as a positive role model. • Gain and maintain the trust and support of colleagues. 	<p>Models and promotes effective and respectful relationships within the team.</p> <p>Shows that relationships are critical in supporting people to live the life they want.</p> <p>Shows an understanding of people's motivations and actively engages with them.</p> <p>Confidently communicates in an, open, accurate and straightforward way, using appropriate language, both verbal and non-verbal, suitable for internal and external audiences.</p> <p>Demonstrates effective communication skills (listening, feedback, recording, sharing) to enable the team to promote the needs of clients.</p>	<p>Creates a service that values and promotes effective and respectful relationships between people.</p> <p>Intervenes personally to establish good relationships.</p> <p>Retains a connection to, and understanding of, what happens at the front line of services.</p> <p>Confidently communicates in an appropriate, open, accurate and straightforward way.</p> <p>Demonstrates effective communication skills (listening, feedback, recording, sharing) to promote the needs of clients.</p>	<p>Establishes and promotes an effective and respectful relationship-based culture. Intervenes personally to ensure that practice, culture and performance are based on quality relationships.</p> <p>Creates the best climate for effective communication within and outside the organisation.</p> <p>Demonstrates the highest level communication skills to lead and promote the needs of others beyond the immediate organisation.</p> <p>Can engage any audience in a compelling narrative, borne out of active listening and political judgment.</p>

		<p>Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues.</p> <p>Translates policy and guidance into understandable information according to audiences' needs.</p>	<p>Demonstrates a mature understanding of how to set the organisation's linguistic culture and uses skills to influence at the highest level.</p> <p>Demonstrates how to relay complex and technical information simply and appropriately to a range of audiences.</p>
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6. Working with others

6.3 Encouraging contribution	What good leadership and management looks like		
	Front line	Operational	Strategic
<p>Good leaders:</p> <ul style="list-style-type: none"> • Provide encouragement and opportunity for people to engage in decision-making and to challenge constructively. • Respect, value and acknowledge the roles, contributions and expertise of others. • Employ strategies to manage conflict of interest and differences of opinion. • Keep the focus of contribution on delivering and improving services to clients. 	<p>Encourages and supports colleagues to express their views, enabling them to participate in joint decision-making.</p> <p>Creates a positive environment which enables people to maximise their potential.</p> <p>Creates a team ethos which takes into account the needs of clients and the wider community.</p>	<p>Encourages and enables colleagues to be involved in how the service operates.</p> <p>Identifies strengths, challenges and issues for other people and uses this understanding to engage positively with them.</p> <p>Creates a service ethos which takes into account the needs of clients and the wider community.</p>	<p>Actively creates a culture of joint responsibility, joint decision-making, and community involvement.</p> <p>Models behaviour that identifies strengths, challenges and issues for other people and engages positively with them.</p> <p>Champions and models rights and entitlements within the organisation and beyond, creating a culture which takes into account the needs of clients and the wider community.</p>

6. Working with others

6.4 Working within teams	What good leadership and management looks like		
<p>Good leaders:</p> <ul style="list-style-type: none"> • Have a clear sense of their role, responsibilities and purpose within the team. • Adopt a team approach, acknowledging and appreciating efforts, contributions and compromises. • Recognise the common purpose of the team and respect team decisions. • Are willing to lead a team, involving the right people at the right time. 	Front line	Operational	Strategic
	<p>Maintains a personal style that gets the best out of others and the team.</p> <p>Recognises and rallies individual behaviours, strengths and attitudes into an effective team.</p>	<p>Maintains a personal style that gets the best out of teams across the organisation.</p> <p>Builds a service based on the combined contributions of different people.</p>	<p>Maintains a personal style that gets the best out of teams across the service.</p> <p>Champions an organisation of difference, mutuality and collaboration.</p>