

Competency Framework

Leadership

Level	General Meaning	Leadership is having the ability to inspire others to follow you because they trust you to deliver the best outcome for them and the business. The 7 essential qualities of Leadership are: (A) Understands how personality impacts performance, (B) Challenges the status quo, (C) Inspires others, (D) Creates a vision, (E) Motivates others to continually improve, (F) Exerts positive influence, and (G) Manages ambiguity & change.
4	Fully delivering	<p>7 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 7 of the essential qualities of Leadership are happening regularly. For example, the Learner (F) Builds an extensive and influential network inside and outside the company, and (G) Provides direction and confident decision-making when there is ambiguity and rapid change.</p>
3	High level of delivery	<p>5 of the essential qualities are being demonstrated regularly</p> <p>The Learner is able to demonstrate that 5 of the essential qualities of Leadership are happening regularly. For example, the Learner (D) Creates & communicates the vision of a transformational future, and (E) Uses a range of motivational strategies tailored to each member of the team.</p>
2	Some delivery	<p>3 of the essential qualities being demonstrated regularly</p> <p>The Learner is able to demonstrate that 3 of the essential qualities of Leadership are happening regularly. For example, the Learner (B) Challenges current thinking to develop future strategies, and (C) Inspires trust in others by role modelling positive values and confident behaviours.</p>
1	Early stages of delivering	<p>Some essential qualities being demonstrated irregularly</p> <p>The Learner is able to demonstrate that some of the essential qualities of Leadership are happening, but irregularly. For example, the Learner (A) Understands their own & others' psychological type and how that impacts upon performance.</p>
0	Not delivering	<p>A people manager more than a leader</p> <p>No essential qualities of Leadership are being demonstrated: (A) Understands how personality impacts performance, (B) Challenges the status quo, (C) Inspires others, (D) Creates a vision, (E) Motivates others to continually improve, (F) Exerts positive influence, and (G) Manages ambiguity & change.</p>

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