Leadership Qualities Framework

Self-assessment tool for care workers

Care Workforce Pathway role category:
New to care, care or support worker

Name:
Job title:
Organisation:

skillsforcare

Management and Leadership Code

- Creating the vision
- Setting direction
- Managing services
- Improving services
- Delivering the strategy

Self assessment of confidence and ability key

Use this self-assessment tool to spot areas for growth and set your own development goals.

Rate yourself against the principles using this key:

Good

I do this on a regular basis and feel confident in my ability. No further development or training needed.

Adequate

I do this on a less frequent basis and feel less confident in my ability. Refresher training and additional development and practice would be beneficial.

Needs refreshing

I previously felt confident in this but it is not something I have done recently or regularly. Further development and refresher needed.

New to me

I have never considered or been required to cover this area. Training and development required.

Creating the vision

How would you rate yourself against these principles?	Good	Adequate	Needs refreshing	New to me
Understand the organisation's vision and how to contribute to achieving it's goals and align with its values				
Support others in sharing their lived experiences to inform the vision in a meaningful way				
Deliver care that reflects organisational values and person-centred principles				
Act as a positive role model through both words and actions				
Take responsibility and accountability for my actions				
Communicate openly, share my ideas, and represent those I support				
Foster a safe, inclusive environment in line with our culture				
Identify, report and respond to risks to ensure safety and accountability				
Promote wellbeing, fairness, and challenge poor practice or inequality				
Champion respectful, values-led care that empowers individuals and teams				

Your organisation's vision and values guide what you do and how you work. As a care worker, you help bring that vision to life by understanding it, modelling the organisation's values, and showing them in your everyday practice. You also play a key role in promoting advocacy and inclusion, supporting people to share their ideas, perspectives, and concerns so everyone can contribute to the organisation's vision.

Here are some development areas and resources to help you build your skills in this area:

1. Understand and demonstrate the vision, values and behaviours

Take some time to think about the values that guide good care and the values and vision of your organisation, and consider how you can put them into practice in your everyday work.

Take a look at the following:

- Care Workforce Pathway values
- Care Certificate standards
- CQC shared direction

2. Take training and do research to build your understanding of advocacy, allyship, psychological safety and co-production

- Do you support others and help them speak up?
- Do you engage in co-production when developing your service?
- Do you provide regular opportunities to listen to feedback?

Take a look at the following:

- TLAP co-production
- Treating people as individuals
- Allyship resources

4. Reflect on your behaviour and how you role model your organisation's values

Can you describe a time your behaviour reflected organisational values under pressure?

How can you actively align your daily routines with your organisation's vision and values and how can you evidence or demonstrate this for your reviews?

5. Try the 'Positive culture toolkit for adult social care' activities for creating the vision and culture

- SAY Activity 1 - Our culture in three words and activity 3 - Define our values
- SEE Activity 1 and 2 - Our articulated workplace culture walk and activity 3 - Communicating values case study

Explore the toolkit

Setting direction

How would you rate yourself against these principles?	Good	Adequate	Needs refreshing	New to me
Listen to and represent the views of people who draw on care and support, their families and advocates				
Base decisions on evidence and best practice, clearly communicating the rationale				
Use inclusive and compassionate communication that meets diverse needs				
Advocate for individuals who cannot speak for themselves, ensuring their needs are prioritised				
Support safe change by acting on feedback and responding to urgent needs with kindness				
Promote rights awareness, including consent and the importance of having wishes heard				
Encourage open feedback, helping others raise concerns and suggest improvements				
Consider the impact of change and suggest improvements to promote wellbeing and dignity				
Take accountability and responsibility for decisions and outcomes, using tools that promote learning and fairness				
Consider digital enhancements for my role				

Pulling together as a team helps everyone align their work, values, and impact with the organisation's vision. When we work in the same direction, we achieve far more than we can individually. As a care worker, you contribute to this by giving feedback, involving people with lived experience in shaping decisions, considering how changes affect them, and taking responsibility for explaining why decisions are made.

Here are some development areas and resources to help you build your skills in this area:

1. Advocacy, engagement with people who use services, and person centred co-production

Take a look at the following:

- TLAP co-production
- Treating people as individuals

2. Managing challenging conversations and responding to complaints, concerns and negative feedback

Explore Skills for Care's safer employment guidance around identifying and managing concerns

3. Strategic decision making – dilemmas, trade-offs and communicating difficult messages

Take a look at the following:

- Using data to identify and manage change
- Leading change, improving care
- Care Certificate Standard 6 - communicating change

4. Reflect on how you behave, how you stay open and person-centred, and how you take responsibility for your actions and communication

- Do you openly share your thoughts and listening to others ideas and perspectives?
- How do you demonstrate that you take a person centred approach to involving others?
- How do you share messages and decisions so that people understand them and feel able to express their needs and views?
- Describe a time when things went well and a time when they didn't. How did you show that you were taking responsibility for your actions and how you responded?

5. Try the 'Positive culture toolkit for adult social care' activities for setting the direction

- SAY Activity 2 - Our vision for the future
- FEEL Activity 1 - Planning to listen

Explore the toolkit

Managing services

How would you rate yourself against these principles?	Good	Adequate	Needs refreshing	New to me
Understand my role and be proud of how it contributes to organisational goals and outcomes				
Promote safe, person-centred care by following agreed standards and processes				
Take ownership and accountability for my responsibilities to deliver high-quality, compassionate care				
Manage data, information, safety and risk effectively, seeking support when needed				
Use resources wisely, cut waste, improve with digital tools, and speak up with ideas or concerns				
Communicate with integrity and purpose, actively listen to those I support, and respect their needs				
Share knowledge and guide others to support learning and best practices				
Commit to ongoing learning, self-awareness, and support the wellbeing of others				
Recognise and celebrate the strengths, contributions and impact of me and my team				
Collaborate, build and maintain professional relationships within and beyond the team				
Promote equality, encourage open dialogue and challenge discrimination and exclusion				
Act as a positive role model for compassion, resilience, respect, allyship and teamwork				

Managing outstanding services relies on everyone working together to deliver care that is efficient and effective. As a care worker, you support this by sharing good practice, using resources wisely, and following agreed processes to help services run smoothly.

Here are some development areas and resources to help you build your skills in this area:

1. Sharing best practice to support and guide others

Find opportunities to support those who are struggling, prioritise learning over blame and ensuring poor performance is handled constructively and learning moments are celebrated.

2. Work in a person-centred way, using positive, strengths based language

Take a look at:

Care Certificate Standard 5 - work in a person-centred way

Share your insight with others:

"I noticed something that made a big difference…"
"Here's a small idea that improved things for someone I worked with."

3. Managing risk, data and information

Research the difference between being aware of risks and being responsible for them, and explore how to spot risks early instead of only reporting them after they happen.

4. Reflect on how you share best practice and commit to ongoing learning

- Ask what are your areas of strength, what do you feel most confident about?
- How do you know that the way you work reflects best practice?
- Can you create opportunities to mentor or buddy others?
- Can you create a resource to share best practice, like a tips sheet, or a step-by-step method?

5. Try the 'Positive culture toolkit for adult social care' activities for managing services

- EXPECT Activity 2 - Policy and procedure review and Activity 3 - Including staff in setting workplace expectations
- DECIDE Activity 1 - Challenge or accept and Activity 3 - Challenging behaviour

Explore the toolkit

Improving services

How would you rate yourself against these principles?	Good	Adequate	Needs refreshing	New to me
Stay curious and committed to continuous learning from peers and people drawing on care and support, and formal learning and development opportunities				
Regularly build skills and knowledge to enhance the quality of care				
Embrace technology to promote independence and maintain up-to-date digital capabilities				
Share good practice through coaching, mentoring and team collaboration				
Communicate clearly, thoughtfully and honestly, sharing my best expertise				
Work collaboratively with people, families and carers to shape service improvements				
Engage in problem-solving and innovation, embedding new ideas into everyday practice				
Foster a safe, high-quality care culture where feedback is welcomed and acted upon				

Small improvements can lead to big changes. As a care worker, regularly reflect on moments where you or a colleague made a small change that improved your work or outcomes for others. Looking for these opportunities and acting on them helps build better services over time.

Here are some development areas and resources to help you build your skills in this area:

1. Service improvement and best practice

- Research best practice in your service area by reading, searching online, attending training or webinars, and joining local networks.
- Identify, evidence and record your best practice ideas in one sentence, keeping it short and practical.
- Research how learning is shared across teams and write down "One idea I'm going to try or share with a colleague this week is…"

2. Co-production of service improvements with carers, families and those with lived experience

- Reflect on and explore how people with lived experience are actively shaping improvements, rather than only being consulted.

3. Coaching and mentoring

Take a look at the following:

- [Buddying v mentoring](#)

4. Reflect on how you find opportunities to put in place small changes to improve the service

Take a moment to think of something you or someone else did in the past month that really helped someone or made your work easier.

- What was the situation?
- What exactly did you do that was different or new?
- Why do you think it made a difference and made things easier?
- How could someone else use this idea and how could you share it?

5. Try the 'Positive culture toolkit for adult social care' activities for improving services

- ANALYSE Activity 3 - Influences on workplace culture
- EXPECT Activity 1 - Sharing success stories
- DO Activity 1 - Our lived culture walk and Activity 3 - Managing and inspiring positive behaviour
- FEEL Activity 3 - Self assess

[Explore the toolkit](#)

Delivering the strategy

How would you rate yourself against these principles?	Good	Adequate	Needs refreshing	New to me
Understand how my role supports the organisation's strategy and our vision				
Adapt to change while keeping people's needs at the centre of my work				
Provide honest feedback about the impact of our strategy for individuals within my service, celebrating achievements and raising concerns				
Work in alignment with organisational goals and values				
Work positively with peers across services, collaborating on best practices to achieve shared outcomes				
Be inclusive when implementing our strategy, putting people's wellbeing and personal needs first				
Keep track of my progress, celebrate achievements and learn from mistakes				

As a care worker, you turn strategy into real care. It's your actions that make the organisation's plans happen. Every interaction, handover, and moment of person-centred support helps deliver the organisation's purpose. Being able to explain how a strategy or change connects to the way you support people helps keep the focus on those at the heart of care.

Here are some development areas and resources to help you build your skills in this area:

1. Connecting your role to the strategy

Discuss with your line manager or team leader how your work supports the strategy and how to collaborate with your peers to deliver services.

- Listen to the people you support, discuss their needs and reflect on how the strategy brings better care.
- Do you know how your role contributes to the plans and strategy?
- How will your objectives and goals make a difference?
- Write your reflections down and revisit them regularly to stay focused on your role and the overall strategy.

2. Managing change and its impact

Change is a normal part of care work, but to explain it well you need to understand what is changing, why it's happening, when it will happen, and how it will affect the people you support.

Explore how data drives change.

It is also important to focus on your wellbeing and the wellbeing of others through any changes.

3. Communicating change

- Practice adapting your style to different people who you need to positively explain the strategy or the change to.
- Research and seek training on effective methods for giving and receiving feedback and managing challenging conversations.
- Identify different way to celebrate achievements with weekly wins and capture positive feedback as it happens. Save quotes and celebrate small steps.

4. Reflect on your behaviour when you are managing and communicating changes to people and delivering services

Reflect on a time when you found it challenging to manage or communicate changes to services to others:

- What was the situation/change?
- What did you find challenging in the situation or what did you avoid?
- What did you do well and how did you ensure others understood the impact of the changes on them?
- What did you learn and what could you have done differently to be more effective at managing and communicating the changes?

5. Try the 'Positive culture toolkit for adult social care' activities for delivering the strategy

- DO Activity 2 - You are making a difference
- FEEL Activity 4 - Listening to feedback to create positive change

Explore the toolkit