

# Leadership Qualities Framework

## Self-assessment tool for first-time manager/ new to commissioning

### Care Workforce Pathway role category:

Supervisor or leader, practice leader,  
deputy manager, personal assistants

---

Name:

Job title:

Organisation:



# 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
Clearly explain the vision in a way that suits different audiences				
Listen to diverse voices and amplify their contributions to shape the shared vision				
Collaborate with staff, people who access care and support, and advocates				
Help teams understand their role in achieving the vision and inspire collective ownership				
Lead by example, modelling behaviours that reflect the organisation's values				
Promote fairness, equality and allyship while actively addressing bias				
Celebrate behaviours that align with the vision and address concerns constructively				
Embed inclusivity and person-centred principles in all aspects of leadership				

A co-designed vision is powerful because it's created with people, not for them. When staff, people who draw on care services, and communities help shape it, they feel more ownership and motivation. A vision only has real impact when it's shared in a way everyone understands. As a first-time manager, you play an important role in explaining where the vision came from, why it matters, and how everyone can contribute to it.

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

### 1. Involving others in co-creating a shared vision

Research and build your skills in co-production with your team and with people who use care and support, including their families, and develop co-production approaches together. Take a look at:

- [TLAP co-production](#)
- [Treating people as individuals](#)

Work with your team to reflect on how they make a difference and how their roles support the organisation's vision. Encourage them to think about how they can live the values in their daily work and share ideas on how this can be recognised and rewarded.

### 2. Inspiring, values-based leadership

Research models of inspiring, values-based leadership and role model the organisation's values in the way you lead and inspire your team.

Take a look at:

- [Manager Induction Standards](#)
- [Lead to succeed programme](#)

### 3. Advocacy, allyship and challenging conversations

Research and develop skills in:

- inclusive communication
- leading equity, diversity and inclusion
- allyship and active bystander
- challenging, values based conversations.

[Explore these allyship resources.](#)

### 4. Reflect on your leadership behaviours when you are involving and inspiring your team

- How do you listen and take on board the views of your team?
- How do you deal with challenging conversations and disagreements?
- How do you ensure your team have clarity, confidence and feel inspired in their roles?

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

- 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
Make sure all advice and data on risk, performance and outcomes are accurate and up to date				
Involve people early through co-production to help shape the vision before decisions are made				
Encourage teams to reflect on their work and solve problems using evidence				
Respond to new priorities or challenges with flexibility and creativity				
Adapt communication to suit different needs, building trust and understanding				
Support open conversations and teamwork to strengthen relationships and outcomes				
Build a safe, inclusive culture where feedback, questions and speaking up are encouraged and valued				
Take responsibility for decisions, and raise both concerns and opportunities				
Ensure the right systems are in place and develop digital skills to improve services				
Monitor the impact of changes, tackle inequalities, and review and update policies to remove bias and promote fairness				

Setting priorities and a clear direction helps everyone stay focused on what matters most, acting like a compass for the team. It shows how your work fits into the bigger picture. As a first-time manager, your role is to help the team understand what that direction looks like in everyday practice.

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

### 1. Advocacy and co-production

Do research and attend training to develop skills in advocacy and co-production to be able to develop and hold your team to account for working with not doing to people. Take a look at:

- [TLAP co-production](#)
- [Treating people as individuals](#)

### 2. Open team cultures, collaboration and feedback

Use team meetings and training days to bring the team together and ask:

- What do we want to be the best at?
- What do we want people in our service to experience every day?
- What's most important in how we work together?
- How will we know when we have got it right?
- How do we want to deal with challenging team situations, and to give each other feedback and support?

### 3. Problem solving, innovation and risk management

Take a look at:

- [Manager Induction Standards - standard 10 learning and innovating](#)

### 4. Reflect on your behaviour when you're managing challenging conversations and setting direction for members of your team

- How do you ensure the team understand their role and what you expect of them?
- How do you both hold them to account and support them to be inspired to deliver the vision and strategy?

### 5. Try the 'Positive culture toolkit for adult social care' activities for setting 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
Turn organisational goals into clear, actionable team objectives				
Align team resource planning with the organisation's vision, values and the needs of those we support				
Use structured planning to review progress, plan long-term, guide investment, and improve efficiency				
Monitor and manage team performance to ensure safe, inclusive and effective services				
Be proud to take accountability, showing respect and fairness, especially during challenges				
Keep teams and peers informed of activity, progress and performance outcomes				
Systematically gather data and information about my service and act on feedback				
Consistently ensure services respond to the needs and preferences of those my team supports				
Equip teams with the right skills, training, information, digital access and support to deliver high-quality care				
Lead quality checks that follow regulations, digital and care standards				
Collaborate to define best approaches and allocate resources efficiently				
Foster a respectful, inclusive workplace that values wellbeing, learning, and professional growth				

Managing outstanding services means everyone works together to deliver care that is efficient and effective. As a first-time manager, you play a key role in making sure the team understands what success looks like and how you know when you're meeting the needs of the people who use your service.

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

### 1. Resource and performance planning, monitoring and reporting

Setting out clear objectives and goals enables you to channel your efforts to where they can have the most impact. Take a look at:

- [Operational workforce planning](#)
- [Workforce productivity and quality model - self-assessment tool, action plan and evaluation](#)

### 2. Knowledge of regulations and digital skills and care standards

Research and ensure you keep up to date with the relevant regulations and standards for your service, including advancements and requirements around digital skills and services. Take a look at:

- [Care Certificate Standards](#)
- [Digital skills](#)

### 3. Staff training and development

Ensure your staff are compliant with the required training and development and commit to ongoing learning to improve their effectiveness.

- Review the [statutory and mandatory training guide for adult social care](#)

When you're conducting your performance reviews and supervision with your staff, reflect on:

- What are the key objectives they need to achieve?
- How will they know when we have met them?
- Do they have everything they need to make this happen? Is there anything or anyone missing?

### 4. Reflect on your behaviour when you are effectively managing the team and the service

- How do you ensure everyone has clear, actionable goals and is working towards them?
- How do you make time for monitoring activity and supporting development of staff and the service?
- What could you do more as a manager to ensure the team and service is set up effectively to achieve the service objectives?

### 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
Lead team development through coaching, learning and continuous improvement				
Foster collaboration and encourage sharing of lessons learned across the team				
Test, evaluate and embed new ideas that enhance outcomes and service quality				
Provide regular, constructive feedback to support staff growth and excellence				
Leverage networks to discover and share innovative practices, insights and technologies				
Work together with people who draw on care and support, families and carers to design and review services				
Ensure teams have the right skills and technologies to deliver confident, capable care				
Encourage curiosity, innovation and self-reflection				
Use the least restrictive, person-centred approaches to keep people safe and empowered				
Identify and respond to safeguarding concerns, building a culture of safety and trust				

Being curious helps us improve services by encouraging us to look for better ways of doing things and to be honest when something hasn't gone right. As a first-time manager, you play an important role in showing and promoting this curiosity by asking questions, seeking to understand, exploring different perspectives, and learning before making judgments.

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

### **1. Share best practice within teams and across networks**

[Read Skills for Care's blog on collaborative working.](#)

### **2. Develop, test and evaluate new person centred, 'least restrictive' services**

[Explore positive behavioural support.](#)

### **3. Team development and coaching**

Research team development, coaching, mentoring and reflective practice to embed it within your leadership approach to improving teams and services.

Take a look at [buddying v mentoring](#).

### **4. Reflect on your behaviour when you are developing curiosity and an improvement mindset in your teams**

- Where do we already show curiosity as a team? (For example: do we ask good questions, learn from others, explore new ideas?)
- What gets in the way of curiosity in our team and service? (For example: time pressure, assumptions, fear of looking uninformed, 'we've always done it this way')
- When was the last time curiosity improved an outcome for us?
- What's one small habit we could adopt to be more curious day-to-day and how can I promote this as a leader? (For example, asking: what else? Pausing before solutions, inviting different views?)

### **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
Translate strategic objectives into clear, achievable team goals				
Monitor performance and adjust plans to stay focused on people's needs				
Regularly share the strategy so everyone knows their role and impact				
Actively listen to all voices to understand wider impacts of changes				
Ask for feedback about the impact of the strategy from my team, people who draw on care and support, and the wider community				
Work across roles to deliver the strategy, providing joined-up, personalised services				
Embed collaboration and inclusion in all planning and delivery				
Create an open environment where concerns are raised and addressed with integrity				

Implementing your organisation's strategy will bring changes that affect people in different ways. As a first-time manager, it's important to understand people's needs and perspectives so you can shape how the strategy is put into practice. It also helps you reflect on how these changes are affecting the service and its performance.

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

### 1. Setting goals and measuring and monitoring impact

Review your processes and approach to goal setting and measuring success and impact.

- Are the success measures working?
- Are they showing both successes and unintended impacts? Do you need more or different measures?
- Are the impacts shared fairly across communities? Is anyone unfairly disadvantaged, and how can you address it?
- How do you share and celebrate successes and the positive impact the service has had with others?

### 2. Managing change and the impact of change

It is important when leading and managing change to ensure your team and those impacted by change understand what is changing, why it's changing, when it's changing and how it will impact your staff and the people in your service.

- [Read Skills for Care's blog on how to engage teams in change](#)

It's also important to focus on the [wellbeing of others through any changes](#).

### 3. Effective engagement and inclusive service delivery

Reflect on how you can develop the engagement and inclusive approach of your team and service.

- Do the feedback channels and networks in your communities work to enable everyone to effectively engage and have a voice?

Take a look at:

- [TLAP co-production](#)
- [Treating people as individuals](#)

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

Think of 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](#)