Our Leadership Excellence Behaviours (which replace the previous Leadership and Management Standard) have been developed to establish a set of clear definitions and expectations which reflect effective leadership in the context of our University. They describe the way that our leaders are expected to behave and, in so doing, how they promote a positive, high trust work environment for all.

The introduction of a common set of behaviours provides a shared vocabulary through which colleagues can describe, discuss and review their leadership capability both as individuals and teams. You can access a PDF of the full Leadership Excellence Behaviours Framework at www.leadershipbehaviours.leeds.ac.uk including a range of indicators describing ways in which each of the behaviours may be displayed on a day to day basis.

This self-assessment aims to help you identify areas of strength and of development. We recommend that you consider specific situations and/or feedback you may have received when completing the tables. Please use a scale of 1 to 10 with 1 identifying an area where you feel you have significant development needs and 10 reflecting an area of strength.
Purposeful:

**Purposeful Leadership**
You understand the goals and values of the university, set a clear direction and help colleagues to translate strategic priorities into the delivery of specific outcomes. You build confidence and commitment in the way that you listen to the views of others.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.

Strategic:

**Strategic Thinking & Decision Making:**
You make informed decisions and take considered risks, which incorporate both short and long term factors and are aligned with the University Strategic Plan and values. You prioritise activity and make choices which are most likely to enable the delivery of shared goals. You plan current activities with the future in mind.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.

Creative:

**Creativity and Innovation:**
You actively seek and use feedback to drive continuous improvement. You challenge yourself and others to be the best they can and share best practice from across the university and beyond. You create an environment where new ideas and creative problem solving are encouraged and acted on.

1 2 3 4 5 6 7 8 9 10
Engaging:

**Collaborative:**
You build effective working relationships with a wide range of internal and external stakeholders to shape the future through creative collaborations and teamwork. You demonstrate the impact of your contribution through regional, national and international partnership and you work in partnership with a diverse range of colleagues, students and partners to understand their needs and deliver excellent outcomes.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.

**Communicating with Impact:**
You build trust and gain buy in to shared goals through your professionalism, integrity and effective communication skills. You influence and engage others across and beyond the institution through active two way dialogue and by promoting a clear and targeted message which positively reflects the University.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.
Achieving:

**Delivering Results:**
You take responsibility for delivering change efficiently and making things happen. Barriers and challenges are resolved promptly and success is celebrated. You are committed to ensuring that positive change is sustained and embedded to drive future success. We take a proactive approach to developing services, solutions and processes which are accessible, inclusive and user friendly.

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.

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**Developing Others:**
You equip colleagues to perform to the best of their ability and realise their potential through ongoing feedback, coaching and development. You value and recognise the benefits of working with a diverse range of talented colleagues and actively seek to build inclusive teams in which all team members can thrive.

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.
Self-Aware:

**Resilience & Adaptability:**
You are able to adapt to changing priorities and seek to create a positive and healthy working environment in the way that you engage with and support others.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.

**Self-Awareness:**
We understand our individual leadership style and adapt our approach in response to the situation and the needs of others. We regularly seek feedback to increase our levels of self-awareness and are committed to undertaking development to improve our personal effectiveness.

1 2 3 4 5 6 7 8 9 10

Please note below any particular issues/situations that may influence your scoring. These need to be elements which you are prepared to discuss.