How to use the Leadership Framework and 180 Self-Assessment Tool to have a conversation about leadership development

This 'how to' has been developed as a guide for having development conversations with current and aspirational leaders in your team. The University encourages all leaders to use the Leadership Framework to reflect on their strengths, gaps and development areas, to support consistent high performing leaders that embody Our Values across the University.

This guide is based specifically around the Leadership Framework, which was developed through consultation with a wide-range of leaders. The framework identifies nine leadership qualities and associated practices which define what effective personal leadership in line with our values looks like at the University. A development guide has been created to support this activity, with curated learning resources and suggested on-the-job learning activities to support development activity against each of the leadership qualities.

The Development Planning Cycle

The personal development planning cycle outlines the four key stages of the process, and provides a helpful overall structure. Leadership development planning should not be seen a one-off process, but something that you should be continually exploring and reviewing with your direct reports.
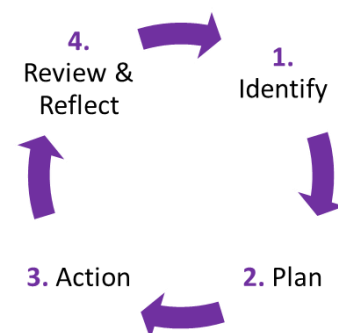
Purpose and Context

At the outset it's important to determine why you are having a conversation about leadership development. Key points to cover at this stage could be:

- The individual's career aspirations and potential in leadership and related roles
- The current leadership aspects of their role do they particularly enjoy / feel they are good at, and the leadership aspects do they enjoy less / feel they are less good at
- The demands of their leadership role now and in the future (that they may need to prepare for)
- The future direction of the Faculty/Department/University, and skills which may become important for them as a leader
- A general discussion about the leadership framework, whether there are any specific elements they are drawn to, if they feel some areas of particularly important for their role, etc.

This conversation is really important, as it provides the context to position their development, and creates a sense of purpose for why they are focussing on their development as a leader.

Assess against the Leadership Framework

After establishing the purpose and context for the activity, use the 180 self-assessment tool to identify explore the individual's strengths and development areas.

This tool enables the leader to rate themselves as they currently review their leadership capabilities across the elements of the framework. Then you also complete the tool to provide a rating reflecting how you view the individual's leadership capabilities against each leadership quality. The result is a document which provides a graphical summary of the results, together with a summary of ratings and contextual comments from both parties.

Depending on the individual and their level of self-awareness this may be a straight forward exercise for some, however others may need more reflection time and feedback from before determining their position for each of the competencies.

The tool includes a radar graph provides a clear visual summary of the ratings.

Radar Graph Displaying Total Ratings as Percentages
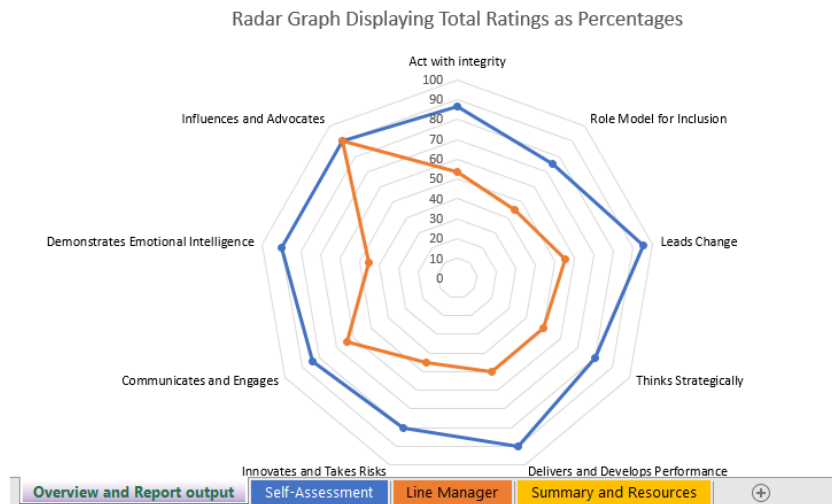
The tool also provides a clear summary of ratings and text comments from both parties, leading the way towards the creation of a personal development plan.

Ratings as Percentage	Act with integrity	Role Model for Inclusion	Leads Change	Thinks Strategically	Delivers and Develops Performance	Innovates and Takes Risks	Communicates and Engages	Demonstrates Emotional Intelligence	Influences and Advocates
Self-Assessment	86.66666667	75	95	80	90	80	84	90	90
Line Managers	80	55	55	50	60	60	76	75	90

Comments:									
Self-Assessment	I see this as a personal strength.	An area for me to build on.	Several examples where I have delivered change well.	I will seek more opportunities to demonstrate this.	An area I think I have always been strong on.	Recognise I need to be more comfortable with risk.	Good feedback from my team on this.	I believe this is a natural strength for me.	I want to build my ability to work collaboratively.
Line Manager	A real strength, often demonstrated	I think more can be done here.	I see this as a strength for you.	I agree, let's look for more opportunities for you to demonstrate this.	A real strength for you.	I would like to see a little more measured risk taking.	An area for further development.	This can be developed further.	I have seen these qualities demonstrated regularly - a real

For further information on this tool or the Leadership Framework contact:
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After you have completed the tool it is important to spend time discussing the results together.

- Are there any leadership qualities which are rated noticeably stronger than others?
- Are there any leadership qualities which are rated noticeably weaker than others?
- How consistent are your ratings? If there are areas where there is variability, explore why this may be.

This conversation may result in identifying hidden strengths or blind spots for the individual. It's important you have an open and honest discussion about these, and give feedback to the individual if necessary. It may be helpful to share what you see as recent examples of the Leadership Qualities demonstrated by the individual to help illustrate your reasons for the rating in question.

If from this conversation you both feel that more feedback is needed, you could consider using the Leadership Framework 360 Tool. Please contact SL&D for more information.

Define development objectives

Following your discussion, this should culminate in a series of development objectives that the individual identifies for themselves. It is important to ensure that these are specific and relate back to the individual's identified purpose / direction for their leadership development as much as possible. For example this shouldn't just be to focus on a specific leadership quality or practice, it should include why they are focussing on it, and what they are aiming to achieve.

Some example leadership development objectives:

- Undertake a strategic planning exercise with the team to translate the University/Faculty strategy into team strategic goals. Use this to identify a series of team and individual objectives and monitor through 1:1s and P&DRs *(Leadership Qualities: Thinks Strategically, Delivers and Develops Performance)*
- Establish a stakeholder group with representation from within the University and external parties to identify an approach to gain commitment to a way forward to resolve X issue *(Leadership Qualities: Communicates and Engages, Influences and Advocates)*
- Lead discussions about EDI, the role of the team, and steps that can be taken to promote diversity and inclusion at an upcoming team meetings. Work with individual team members to ensure they each identify an EDI objective to be included as part of their P&DR *(Leadership Qualities: Role Model for Inclusion, Acts with Integrity)*

It is important to capture these objectives to have a record to refer back to, for example in their P&DR documentation, or you could use a separate personal development plan like this example.

Identify learning opportunities

Learning opportunities should include a range of activities including learning from job related activities (e.g. learning through doing, stretch assignments), learning from others (shadowing, mentoring, feedback etc.) as well as accessing formal learning resources. *See the How People Learn page on Managers' Essentials for more on this.*

There are several recommended learning resources aligned to the Leadership Framework. It is not intended that an individual will work through every recommended resource for the competencies they are focussing on, but rather access the specific resources which are relevant to their identified development objective.

Agree and finalise

Encourage the individual to complete their development plan based on the discussions that have already taken place. This should include their development objectives, measures of success, the actions they will take and how they plan to implement what they have learned. This development plan creates a single place to contain all of the information connected to the development they are undertaking and enables you both to keep track of progress.

Following the finalising the individual's development plan, it is important to agree how you will move forwards and what your next steps may be. For example, will you agree any dates/timescales to check in with each other to discuss how the plan is going? Does the individual wish to set themselves any milestones to keep them on track with their development? Discussing this will ensure you remain connected and the development plan doesn't go off the radar.

Reflect and review

Evaluation of the learning is a crucial part if this process which is often missed. You may ask the individual to consider the following questions:

- What have I developed?
- How do I think this will make me better in my leadership role?
- What do I need to do now to embed my learning?
- How well did this development method work? Could we approach it any differently?
- Have I identified any further leadership development needs?
- Could I do anything differently to get more from this activity next time?

The Leadership Framework self-assessment tool is a good activity to complete again, to re-evaluate where the individual is now and the progress they have made.

This stage will also provide a key lead for starting the development cycle again. New development needs may have been identified, goals and tasks may have changed, and new needs may have emerged. It is important to see development planning as not a one off process, but a continuous activity that you will undertake with your leaders.