

Develop personal awareness and leadership capability

Understands own impact on situations and people; projects personal impact and passion and is committed to developing their leadership potential.

First Line Managers and Technical Specialists

Description:

Accepts and acts on feedback to personally develop and improve. Volunteers for opportunities to grow knowledge and skills. A passionate, assured and self confident individual. Is sensitive to people's differences. Strives for success, setting high standards of performance for self and others.

Positive indicators:

- Uses PDP/Appraisal meetings to gather feedback on own performance
- Volunteers for work that challenges them
- Confidently and appropriately contributes to meetings and discussions
- Treats people fairly
- Delivers balanced and objective feedback to improve performance

Contrary indicators:

- Doesn't seek feedback from others and becomes defensive when feedback is given
- Keeps their head down; never volunteers nor gets involved in other work
- Could be seen as biased
- Quiet and reserved with little/limited impact on others
- Points out errors or mistakes to embarrass and/or blame others

Middle Managers and Advanced Technical Specialists

Description:

Regularly seeks out and acts on feedback on own behaviours and performance. Seeks challenging opportunities to stretch themselves and own teams. Is passionate, assured and self confident. Is sensitive to people's differences. The individual is honest, challenging and supportive of others to drive success.

Positive indicators:

- Asks others for feedback on behaviours and performance and is receptive to their comments
- Happily gets involved in projects outside of usual work as a means of developing themselves
- Acts fairly and respects people's differences
- Positively engages with others and works with passion and confidence
- Does not accept mediocrity and appropriately lets people know when performance isn't to standard

Contrary indicators:

- Fails to seek feedback to identify areas for development
- Is content to remain within own function, rarely gets involved in other aspects of the business
- Discriminates against others
- Lacks impact and influence; has low self esteem
- Avoids conflict and difficult conversations with others

Business Leader/ Senior Manager

Description:

Understands own impact on situations and people. Is committed to growing own leadership potential. Passionate, assured and self confident. Is sensitive to people's differences. Has the courage to confront others to drive business success.

Positive indicators:

- Willingly engages in 360 feedback in order to develop self awareness and effectiveness
- Collaborates proactively with other functions as a means of developing
- Respects others and values diversity
- Works with a mentor or coach
- Leads by example setting high personal standards

Contrary indicators:

- Arrogantly ignores personal feedback and shows scant regard for personal development
- Focus is on own function with little interest in other functions or areas
- Has a limited network and rarely makes an effort to engage others
- Acts in a way that does not support diversity in the workplace
- Mediocrity and poor performance go unchallenged