**Leading Together**

This self-assessment tool is designed to help you work with the framework to identify those areas important in your role; and to think through where (and how) you might focus your development

Self-Assessment tool

[[**Leading Together**](https://qmulprod.sharepoint.com/sites/OPDTeam/Shared%20Documents/QMUL%20Values/Tools/):%20http:/hr.qmul.ac.uk/leading-together)](http://hr.qmul.ac.uk/leading-together/) is Queen Mary’s framework for leadership; it works on the principle that we are driven by our Values to achieve our ambitions set out in Strategy 2030:

*to create a truly inclusive environment, building on our cherished cultural diversity, where students and staff flourish, reach their full potential and are proud to be part of the University.*

**Embedded within Leading Together** are the following fundamental thoughts:

* **We are all citizens of the Queen Mary global community**, and we all contribute to its success. It doesn’t matter what our role is, we all have some level of influence over others at, or on behalf of, Queen Mary. We believe that inclusive leadership is a shared responsibility, not limited to those who manage others. We have a wealth of diverse expertise across a broad range of disciplines, each one essential to realising our ambitions.
* **We need leadership from all areas of Queen Mary** to guide, support and inspire us. We know that each one of us brings unique experience and expertise and understand that personal development enables us to grow and improve.
* **As leaders we will be role models of Our Values in action** as we build strategies to apply those behaviours and develop within our own field to contribute to the delivery of Strategy 2030.

**How to use this tool**



This self-assessment tool will take you through each of the sections of the framework, prompting you to think about:

* how/when you currently demonstrate the behaviours and approaches identified.
* what is important in your current role.
* how you might develop in each area, if that feels relevant for you.



There are 5 separate sections in the framework, and each section has 5 levels.

Look at each section to consider which of the statements describe your approach, and where you can develop.

You could do this on your own, or you could discuss with your manager, colleague or coach if you have one.

Think about how you have demonstrated the behaviours described. What does it look like? How frequently does it happen?



There’s no expectation that you will be able to complete each of the 5 levels. Be ready to take a step at a time.

Knowing where you are now will help you build on your strengths, focus your development and prepare for future roles.

Your self-assessment could be used to discuss your personal development plan with your manager, colleague or (if you have one) your coach or mentor.

**Save your results**/conclusions and come back to them from time to time, to see how/where you have moved on.

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| **Inclusive**  **The Queen Mary leader is inclusive.** They are aware of their own culture and preferences, actively seeking out and considering different views and perspectives to inform better decision-making. They inspire diverse people to drive organisational and individual performance towards a shared vision. They will challenge unhelpful behaviour from colleagues at any level. | | | | |
| **The Queen Mary**  **leader will …** | * **Do I already demonstrate this?** * **If so, how do I do that?** * **What do I do well?** * **And when do I do it well?** | * **How could I do more of this?** * **What is important for my role that I need to focus on?** | **Examples of development activities might include:** | **Some suggestions from LinkedIn Learning that would support this area:** |
| 1. **Be collaborative in their approach**, with an awareness of how their own perspective and experiences may influence their choices; demonstrate respect and sensitivity for other cultures. |  |  | * Ask yourself how you arrive at each decision. What informs your thought processes? * Ask your colleagues about their perspective. What makes them feel involved? * E-learning: [Introducing Inclusion](https://qmplus.qmul.ac.uk/course/view.php?id=13676) | [Communicating Across Cultures](https://www.linkedin.com/learning/communicating-across-cultures-2?trk=contentmappingfile)  [Communicating Across Cultures Virtually](https://www.linkedin.com/learning/communicating-across-cultures-virtually?trk=contentmappingfile)  [Inclusive Mindset](https://www.linkedin.com/learning/inclusive-mindset?trk=contentmappingfile)  [Diversity, Inclusion, and Belonging](https://www.linkedin.com/learning/diversity-inclusion-and-belonging-2019?trk=contentmappingfile)  [Building Inclusive Work Communities](https://www.linkedin.com/learning/building-inclusive-work-communities?trk=contentmappingfile) |
| 1. **Adapt their approach,** inviting diverse views and voices to inform their practice on a day-to-day basis, so as to improve decision-making. Demonstrate a willingness to challenge own and others’ assumptions, stereotypes, and behaviours that fall short of Queen Mary’s expectations |  |  | * Read through [Queen Mary's Our Values in action](http://connected.qmul.ac.uk/media/connected/staff-support-hub/Our-Values-in-action.pdf) * Identify someone you think is inclusive and adapts their approach: speak to them about their style. * Attend the [Active Bystander](http://connected.qmul.ac.uk/staff-support-hub/active-bystander/) workshop | [Managing for Better Ideas](https://www.linkedin.com/learning/managing-for-better-ideas?trk=contentmappingfile)  [Adding Value through Diversity](https://www.linkedin.com/learning/adding-value-through-diversity?trk=contentmappingfile)  [Mindfulness, Diversity, and the Quest for Inclusion](https://www.linkedin.com/learning/mindfulness-diversity-and-the-quest-for-inclusion?trk=contentmappingfile)  [How to Be an Inclusive Leader (getAbstract Summary)](https://www.linkedin.com/learning/how-to-be-an-inclusive-leader-getabstract-summary?trk=contentmappingfile)  [Managing a Diverse Team](https://www.linkedin.com/learning/managing-a-diverse-team?trk=contentmappingfile) |
| 1. **Value and nurture differences** across the University, enhancing and engaging with the diversity of thought and expertise. Support colleagues to resolve issues respectfully, creating a culture where appropriate constructive challenge is encouraged. |  |  | * Reverse mentoring: seeking a mentor who may have less professional expertise than you but whose life experience challenges and informs yours. * Next time you are solving a problem, consider involving people from teams you haven't connected with before and ask your colleagues and manager who they would recommend approaching. * Consider these tips for [inclusive meetings](https://hbr.org/2019/09/to-build-an-inclusive-culture-start-with-inclusive-meetings#:~:text=Checklist%20for%20leading%20inclusive%20meetings%3A%201%20Review%20your,sure%20they%20explicitly%20foster%20inclusion.%20More%20items...%20) | [Collaborative Leadership](https://www.linkedin.com/learning/collaborative-leadership?trk=contentmappingfile)  [Leading Inclusive Teams](https://www.linkedin.com/learning/leading-inclusive-teams?trk=contentmappingfile)  [Skills for Inclusive Conversations](https://www.linkedin.com/learning/skills-for-inclusive-conversations?trk=contentmappingfile)  [Inclusion During Difficult Times](https://www.linkedin.com/learning/inclusion-during-difficult-times?trk=contentmappingfile) |
| 1. **Ensure that all areas of their influence and responsibility offer an inclusive delivery.** Encourage new ideas on ways to expand diversity and inclusion in the workplace. Promptly address and respond to diversity issues (both positive and negative situations) with appropriate action. |  |  | * Identify some exemplars – what can you learn from them? * Engage with networks that focus on this area of work. * Seek feedback from EDI and other networks. | [Holding Yourself Accountable](https://www.linkedin.com/learning/holding-yourself-accountable?trk=contentmappingfile)  [Diversity and Inclusion in a Global Enterprise](https://www.linkedin.com/learning/diversity-and-inclusion-in-a-global-enterprise?trk=contentmappingfile)  [Connecting Engagement and Inclusion to a Culture of Performance](https://www.linkedin.com/learning/connecting-engagement-and-inclusion-to-a-culture-of-performance?trk=contentmappingfile)  [Developing a Diversity, Inclusion, and Belonging Program](https://www.linkedin.com/learning/developing-a-diversity-inclusion-and-belonging-program?trk=contentmappingfile) |
| 1. **Empower others to express themselves freely,** establishing and maintaining a culture of trust, respect and shared community. Proactively engage and support workplace dialogue around diversity topics resulting in a reinforcement of our Values and associated inclusive behaviours. Draw on diverse networks and sources to build long-term strategic vision. |  |  | * Reverse mentoring: seeking a mentor who may have less professional expertise than you but whose life experience challenges and informs yours. * Try a ‘back to the floor’ exercise * Engage with [network groups](http://hr.qmul.ac.uk/equality/staff-networks-/) so you understand their concerns and feed that into your thinking. * Attend external events to understand your thinking around these issues. | [Empowering BIPOC through Mentorship](https://www.linkedin.com/learning/empowering-bipoc-through-mentorship?trk=contentmappingfile)  [Humble Leadership: The Power of Relationships, Openness, and Trust (getAbstract Summary)](https://www.linkedin.com/learning/humble-leadership-the-power-of-relationships-openness-and-trust-getabstract-summary?trk=contentmappingfile)  [Building a Diverse Professional Network](https://www.linkedin.com/learning/building-a-diverse-professional-network?trk=contentmappingfile)  [Getting a seat at the table and making it count](https://www.linkedin.com/learning/getting-a-seat-at-the-table-and-making-it-count/getting-a-seat-at-the-table?autoplay=true&u=52187153)  [Leading your Org on a journey of allyship](https://www.linkedin.com/learning/leading-your-org-on-a-journey-of-allyship/allyship-and-institutional-power-in-the-workplace?autoplay=true&u=52187153) |

**What is your priority action in this area considering:**

Impact on your performance?

Importance to your role?

* Importance to your career development?

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| **Self-Aware**  **The Queen Mary Leader has self-awareness**. They are aware of their own emotions and attitudes which helps maintain momentum, personal effectiveness, resilience and emotional stability. They recognise their personal and professional strength as well as areas for development and are committed to continuous learning**.** | | | | |
| **The Queen Mary**  **leader will …** | * **Do I already demonstrate this?** * **If so, how do I do that?** * **What do I do well?** * **And when do I do it well?** | * **How could I do more of this?** * **What is important for my role that I need to focus on?** | **Examples of development activities might include:** | **Some suggestions from LinkedIn Learning that would support this area:** |
| 1. **Recognise and acknowledge their own strengths, weaknesses,** motivations and biases, and seek regular feedback on their performance, reflecting on it to develop. Recognise their own pressure points, managing emotions, developing strategies to adapt positively to change. |  |  | * Keep a record of the work you’ve enjoyed doing, the work you’ve struggled with; who do you ask when you need support? * Ask for feedback from your colleagues. * Buddy up or find a coach who can help you identify your pressure points and create a plan for how you'll deal with them, next time you feel under pressure**.** | [Developing Self-Awareness](https://www.linkedin.com/learning/developing-self-awareness?trk=contentmappingfile)  [Starting with Why](https://www.linkedin.com/learning/succeeding-in-a-new-role-by-managing-up/simon-sinek-on-starting-with-why?autoplay=true&resume=false&u=52187153) |
| 1. **Build diverse, effective support networks**, contributing to and learning from them to support their own resilience, and that of others. Adopt a mindset of continuous improvement and learning. |  |  | * Collaborate with peer groups: who can you ask when you need support? Consider joining a relevant [JISC e-mail list](https://www.jiscmail.ac.uk/cgi-bin/wa-jisc.exe?REPORT&z=3&s=0&9=O&a=1) * Engage with networks across Queen Mary * Offer support to others. | [Building a Diverse Professional Network](https://www.linkedin.com/learning/building-a-diverse-professional-network?trk=contentmappingfile)  [Giving and Receiving Feedback](https://www.linkedin.com/learning/giving-and-receiving-feedback?trk=contentmappingfile)  [Leading with a Growth Mindset](https://www.linkedin.com/learning/leading-with-a-growth-mindset/developing-your-growth-mindset?autoplay=true&u=52187153) |

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| 1. **Become comfortable acknowledging their vulnerability and limitations**, and confident about asking for help in order to develop and improve, creating an environment for others to do likewise. Seek out new opportunities to develop knowledge and skills, adapting their approach and interpersonal style as the situation demands. |  |  | * Seek some structured feedback – e.g., 360⁰ feedback * Consider asking for coaching. * You might want to consider formal learning, have look at the wellbeing sessions on the [cpd booking system](https://esdcourses.qmul.ac.uk/) * Explore strategies for your own wellbeing, some resources are from [Robertson Cooper](https://www.robertsoncooper.com/resources/) | [Mastering Self-Motivation](https://www.linkedin.com/learning/mastering-self-motivation?trk=contentmappingfile)  [Vulnerability: the workplace Superpower disguised as weakness](https://www.linkedin.com/learning/vulnerability-the-workplace-superpower-disguised-as-a-weakness/what-is-vulnerability-14026996?autoplay=true&u=52187153)  [How to Find and Use Your Strengths](https://www.linkedin.com/learning/how-to-find-and-use-your-strengths?trk=contentmappingfile) |
| 1. **Develop deeper self-awareness and understanding of their impact on others** as they progress. Be able to exercise sound judgement and make good decisions in pressured situations, comfortably handling risk and uncertainty. Use setbacks in a constructive way, reflecting objectively on all forms of feedback, and apply key learning with composure, to enable balanced decisions and maintain strong working relationships. |  |  | * Networking across and outside Higher Education * Seek some structured feedback – e.g. 360⁰ feedback * You may want to consider getting a [coach](http://www.profdev.qmul.ac.uk/what-we-offer-/coaching-and-mentoring/), Queen Mary as its own internal network. * Research personal resilience tools you will find some helpful links [here](http://hr.qmul.ac.uk/wellbeing/managing-stress/) | [Use Your Strengths for Impact and Influence at Work](https://www.linkedin.com/learning/use-your-strengths-for-impact-and-influence-at-work?trk=contentmappingfile)  [Using Emotions to Leverage and Accelerate Change: A Guide for Leaders](https://www.linkedin.com/learning/using-emotions-to-leverage-and-accelerate-change-a-guide-for-leaders?trk=contentmappingfile)  [Bill George: Self Awareness, Authenticity and Leadership](https://www.linkedin.com/learning/bill-george-on-self-awareness-authenticity-and-leadership/authentic-leadership?autoplay=true&u=52187153) |
| 1. **Remain energized, enthusiastic and confident** in the face of difficult and prolonged work demands, or recognise when to recharge or draw on support. Use understanding of self and others to foster positive relationships, especially in difficult circumstances. |  |  | * Consider [Leadership Coaching](http://www.profdev.qmul.ac.uk/what-we-offer-/coaching-and-mentoring/) * Engage with peer support networks. * Consider joining an action-focussed peer discussion group. * Resilience strategies e.g., [mindfulness](http://hr.qmul.ac.uk/wellbeing/workplace-support/mindfulness/) may help you maintain your equilibrium. | [Three Tips for Managing Egos and Difficult Emotions](https://www.linkedin.com/learning/three-tips-for-managing-egos-and-difficult-emotions?trk=contentmappingfile)  [Performing under pressure](https://www.linkedin.com/learning/performing-under-pressure/welcome?autoplay=true&u=52187153)  [Being positive at work](https://www.linkedin.com/learning/being-positive-at-work/welcome?autoplay=true&u=52187153) |

**What is your priority action in this area considering:**

* Impact on your performance?
* Importance to your role?
* Importance to your career development?

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| **Strategic Ambition**  **The Queen Mary Leader has strategic ambition**. They respond and adapt to changing circumstances, solve problems and provide strategies aimed at delivery of Strategy 2030 aligned to our Values. | | | | |
| **The Queen Mary**  **leader will …** | * **Do I already demonstrate this?** * **If so, how do I do that?** * **What do I do well?** * **And when do I do it well?** | * **How could I do more of this?** * **What is important for my role that I need to focus on?** | **Examples of development activities might include:** | **Some suggestions from LinkedIn Learning that would support this area:** |
| 1. **Apply an understanding of the strategy and Values** to improve personal effectiveness. Be both a collaborative and an independent problem solver, as well as a timely decision-maker, to achieve goals consistently. Be aware of when to be persistent and when to be pragmatic in order to achieve desirable results. |  |  | * Familiarise with [Strategy 2030](https://www.qmul.ac.uk/strategy-2030/) * Get involved with discussions: how does your role/team contribute to Strategy2030? * Is there someone in your network whom you could approach to mentor you through the next few major decisions/problems you have? Capture how they went out about the process. | [Leading with Values](https://www.linkedin.com/learning/leading-with-values/why-clarify-your-leadership-values?autoplay=true&u=52187153)  [Leading with Purpose](https://www.linkedin.com/learning/leading-with-purpose/employees-crave-purpose?autoplay=true&u=52187153)  [Making Big Goals Achievable](https://www.linkedin.com/learning/making-big-goals-achievable?trk=contentmappingfile) |
| 1. **Employ their understanding of the strategy and Values to identify areas for improvement**, and analyse options, agreeing outcomes informed by a range of sources both internal and external, statistical and experiential. Consistently focus self and others to deliver against challenging goals. |  |  | * [SWOT analysis](https://www.mindtools.com/pages/videos/SWOT-analysis-transcript.htm) of yourself/team * Run a process Improvement workshop * Engage in developing a business case or grant application. | [Vision to Values](https://www.linkedin.com/learning/jeff-weiner-on-leading-like-a-ceo/vision-to-values-strategy?autoplay=true&u=52187153)  [Leading in the Moment](https://www.linkedin.com/learning/leading-in-the-moment?trk=contentmappingfile) |
| 1. **Identify changes that will have the biggest positive impact in supporting the delivery** of the Stratgey2030 and are aligned with Queen Mary’s Values. Makes clear decisions which may include tough choices or considered risks. Undertakes cost-benefit analysis and identifies barriers to change. Lead others compassionately through those changes, holding themselves and others to account. |  |  | * Shadowing or observing others working at the next career level. * Learn about [cost-benefit analysis](https://www.mindtools.com/pages/article/newTED_08.htm) * Explore resources and reading on [leading people through change](https://esdcourses.qmul.ac.uk/userlistcourse.php); here’s [an example](https://torch.io/blog/9-ways-great-managers-can-lead-through-change/) that could be useful. | [Goal setting for Business impact](https://www.linkedin.com/learning/goal-setting-for-business-impact/setting-goals-with-impact?autoplay=true&resume=false&u=52187153)  [Why Values matter](https://www.linkedin.com/learning/communicating-values/values-not-just-a-noun?autoplay=true&u=52187153)  [Creating a culture of Strategy execution](https://www.linkedin.com/learning/creating-a-culture-of-strategy-execution/welcome?autoplay=true&u=52187153)  [Leadership Mindsets](https://www.linkedin.com/learning/leadership-mindsets?trk=contentmappingfile) |
| 1. **Be driven by Queen Mary’s Values to deliver excellence and develop strategy** within their area, and contribute to resolving challenges across the wider Institution, developing our future direction. Produce new ideas, approaches, or insights, generate a range of solutions to problems. Initiate and incorporate change programmes into work processes. Pre-empt long-term implications of actions and develop operational goals, anticipating and responding to a range of strategic variables. |  |  | * Engage with Task/Finish groups to generate ideas, resolve strategic issues. * Consider online learning resources. * Attend external business events. * Bring together a group of people to produce a range of different ideas and to be sure to anticipate long term issues. | [Modelling excellent management](https://www.linkedin.com/learning/management-excellence-at-microsoft-model-coach-care/the-three-practices-of-modeling-14498069?autoplay=true&resume=false&u=52187153)  [Leading with innovation](https://www.linkedin.com/learning/leading-with-innovation/lead-with-innovation?autoplay=true&u=52187153)  [Compassionate Leadership](https://www.linkedin.com/learning/compassionate-leadership?trk=contentmappingfile)  [Leading Change](https://www.linkedin.com/learning/leading-change-2018/lead-change-effectively?autoplay=true&u=52187153) |
| 1. **Identify and develop positive and compelling visions of the organisation’s future**, taking account of a wide range of issues and leading change in line with Queen Mary’s Values. Empower others to contribute to the strategic discussion, support ambition and shared achievement. |  |  | * Look at some engaging speakers on creating a compelling vision. [Here is one example.](https://www.ted.com/talks/richard_turere_my_invention_that_made_peace_with_lions) * Engage with external strategy or policy groups. * Participate in discussion forum – Queen Mary or sector-wide. | [Strategic Agility](https://www.linkedin.com/learning/strategic-agility/welcome?autoplay=true&u=52187153) |

**What is your priority action in this area considering:**

Impact on your performance?

Importance to your role?

* Importance to your career development?

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| **Enabling**  **The Queen Mary Leader enables others**. Demonstrating an ability to empower others, fostering a sense of commitment and ownership and a culture of creativity and innovation. They encourage cross-team and in-team working, and facilitate the effective use of resources to achieve results. | | | | |
| **The Queen Mary**  **leader will …** | * **Do I already demonstrate this?** * **If so, how do I do that?** * **What do I do well?** * **And when do I do it well?** | * **How could I do more of this?** * **What is important for my role that I need to focus on?** | **Examples of development activities might include:** | **Some suggestions from LinkedIn Learning that would support this area:** |
| 1. **Be willing to challenge themselves and others;** give honest, constructive feedback to promote development. Express positive expectations of others, speak of team members in positive terms, supporting others and acknowledging their strengths. |  |  | * Practice giving constructive feedback: just one thing (Google: Conscious gratitude) each day. * Role model [Our Values in action](http://connected.qmul.ac.uk/staff-support-hub/our-values-in-action/) * Share your expertise with new colleagues: set up or use a buddy system for new staff (to pair up with someone more experienced in that role). | [Leading Virtually: Vulnerability and Presence](ttps://www.linkedin.com/learning/leading-virtually-vulnerability-and-presence-when-working-from-home/simon-sinek-build-trusting-teams?autoplay=true&u=52187153)  [Holding Yourself Accountable](https://www.linkedin.com/learning/holding-yourself-accountable?trk=contentmappingfile)  [Delivering Employee Feedback](https://www.linkedin.com/learning/delivering-employee-feedback-5?trk=contentmappingfile) |
| 1. **Encourage and support others to develop their decision-making,** produce innovative solutions and to consider the impact of their choices. Prioritise workloads effectively to ensure a balance between successful delivery and individual wellbeing. Give credit to others who have performed well. |  |  | * Explore Coaching skills consider formal learning. * Once you have a solution, think of a colleague that thinks differently to you and ask them to explore and evaluate your idea using their different approach or perspective. * This week spot someone doing something well and praise them for it. | [Creating the conditions for others to thrive](https://www.linkedin.com/learning/creating-the-conditions-for-others-to-thrive/welcome-2?autoplay=true&u=52187153)  [Executive Leadership](https://www.linkedin.com/learning/executive-leadership/take-action-to-lead?autoplay=true&u=52187153)  [Leadership: Practical Skills](https://www.linkedin.com/learning/leadership-practical-skills?trk=contentmappingfile)  [Recognizing and Rewarding Your Workers](https://www.linkedin.com/learning/recognizing-and-rewarding-your-workers?trk=contentmappingfile) |
| 1. **Invest in the potential of those around them**, supporting them to take innovative steps courageously. Lead by example, with integrity, compassion and judgement, to achieve both an aspirational and operational focus. Communicate clear expectations to staff, encouraging team members to make choices as to how their work might best be accomplished. |  |  | * Make time in for development conversations in every 1-2-1 with team members. * Consider developing your coaching and listening skills.   For Professional Services, use our career guidance to help you have conversations   * Actively invite interest from your colleagues/team in new projects | [Compassionate Leadership](https://www.linkedin.com/learning/compassionate-leadership?trk=contentmappingfile)  [How to support your employees](https://www.linkedin.com/learning/how-to-support-your-employees-well-being/how-to-positively-impact-your-employees-experience-at-work?autoplay=true&u=52187153)  [Psychological safety: Clear blocks to innovation, collaboration and risk-taking](https://www.linkedin.com/learning/psychological-safety-clear-blocks-to-innovation-collaboration-and-risk-taking/psychological-safety-clear-blocks-to-problem-solving-and-innovation?autoplay=true&u=52187153) |
| 1. **Establish effective team working and team spirit**, maintaining a culture of creativity and innovation. Assign appropriate resources to achieve business goals. Create and support opportunities to develop the intellectual, emotional and professional capabilities of others, encouraging reflection and sharing in their progress. |  |  | * Become a mentor. * Consider tools to help your team be [more creative](https://www.ted.com/playlists/170/kickstart_your_creativity)  in these [TED talks](https://www.ted.com/playlists/170/kickstart_your_creativity) or from [Advanced HE](https://www.advance-he.ac.uk/news-and-views/academic-leadership-three-tips-about-creativity). | [Best practices for new people leaders](https://www.linkedin.com/learning/best-practices-for-new-people-leaders/creating-team-cohesion?autoplay=true&u=52187153) |

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| 1. **Create a culture which fosters responsibility for the achievement of teams’ strategic goals**, that supports the delegation of responsibility and authority and inspires others to take on new challenges. |  |  | * Explore Mentoring and reverse mentoring * Consider what your blocks are in delegating work and ask advice from people on how to overcome these. * Read and reflect on inspiration e.g. identify someone who you find inspiring and reflect on how they do this. * watch TED talks on being inspiring this Simon Sinek one is a good example- [this is one of his TED talks](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en) | [Communication within teams](https://www.linkedin.com/learning/communication-within-teams/the-imperative-of-effective-teams?autoplay=true&u=52187153)  [Leading and working within teams](https://www.linkedin.com/learning/leading-and-working-in-teams/effective-work-requires-teaming?autoplay=true&u=52187153) |

**What is your priority action in this area considering:**

Impact on your performance?

Importance to your role?

* Importance to your career development?

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| **Influencer and motivator**  **The Queen Mary Leader influences and motivates others**. They use personal knowledge skills and abilities to establish personal credibility, and guide, persuade and inspire individuals/groups towards achieving goals. | | | | |
| **The Queen Mary**  **leader will …** | * **Do I already demonstrate this?** * **If so, how do I do that?** * **What do I do well?** * **And when do I do it well?** | * **How could I do more of this?** * **What is important for my role that I need to focus on?** | **Examples of development activities might include:** | **Some suggestions from LinkedIn Learning that would support this area:** | |
| 1. **Establish personal and professional credibility**; communicate effectively so that others can understand key messages; ensure open and honest conversation. |  |  | * Practice by speaking at group or team meetings and ask for feedback (you will receive better feedback if you let people know before the meeting you will be asking for feedback) * Observe others who do this well and reflect on what makes them good * Reflect on [these tips.](https://www.hubgets.com/blog/how-to-speak-up-meetings/#:~:text=%20How%20to%20Speak%20Up%20In%20Meetings%20,to%20speak%20up%2C%20the%20more%20time...%20More%20) | [Developing Credibility as a Leader](https://www.linkedin.com/learning/developing-credibility-as-a-leader?trk=contentmappingfile)  [Holding Yourself Accountable](https://www.linkedin.com/learning/holding-yourself-accountable?trk=contentmappingfile)  [Practical Influencing Techniques](https://www.linkedin.com/learning/practical-influencing-techniques?trk=contentmappingfile) | |
| 1. **Speak fluently, express opinions, information, and key points of an argument**. Be able to influence others. |  |  | * Practice by presenting to your team and asking for feedback. * Identify a particular situation where you want to influence someone and spend some time planning it. You can google tips – [here’s a starting point](https://online.hbs.edu/blog/post/influence-without-authority). Recognising it’s an influencing situation is big first step. * Ask for specific feedback from your manager, peers and team on your current style and its effectiveness. | [Establishing credibility as a speaker](https://www.linkedin.com/learning/establishing-credibility-as-a-speaker/developing-your-personal-credibility?autoplay=true&u=52187153)  [How to Speak So People Want to Listen](https://www.linkedin.com/learning/how-to-speak-so-people-want-to-listen?trk=contentmappingfile)  [Impromptu Speaking](https://www.linkedin.com/learning/impromptu-speaking?trk=contentmappingfile) | |

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| 1. **Have skill and confidence in conveying credible new ideas**, or a course of action, to gain agreement, support, and/or buy-in from a variety of stakeholders. Respond quickly to the needs of an audience and to their reactions and feedback. |  |  | * Engage with networks across Queen Mary * Engage with External networks that work in your specialist area. * Learn some influencing techniques either from E- courses, books, [articles](https://hbr.org/2018/02/how-to-increase-your-influence-at-work) or training that gives you a chance to practice some new approaches. * Think about the style that would best fit your audience - and draw upon a range of styles (suggestive, authoritative etc) to get your points across. | [Executive presence: Tips for women](https://www.linkedin.com/learning/executive-presence-tips-for-women/what-is-executive-presence-anyway?autoplay=true&u=52187153) |
| 1. **Relate well to a diverse range of people**; manage conflict effectively to build consensus around an approach. Make a strong personal impact taking care to manage their impression on others. Establish credibility quickly and effectively, projecting confidence and authority with highly knowledgeable audiences. Establish and manage networks. |  |  | * Networking across and outside Higher Education; look for opportunities to take on a specific role within a network. * Presentation and public speaking skills * Consciously role model Our Values in action. * Consciously consider how you gain credibility; this LinkedIn course may help (Queen Mary will have access to these courses in Autumn in the meantime you can sign up for a free month) | [Organisational Thought Leadership](https://www.linkedin.com/learning/organizational-thought-leadership/why-does-thought-leadership-matter?autoplay=true&u=52187153)  [Be a Better Manager by Motivating Your Team](https://www.linkedin.com/learning/be-a-better-manager-by-motivating-your-team?trk=contentmappingfile)  [How Leaders Can Motivate Others by Creating Meaning](https://www.linkedin.com/learning/how-leaders-can-motivate-others-by-creating-meaning?trk=contentmappingfile) |

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| 1. **Establish and maintain effective, timely contribution and communication channels** throughout the Queen Mary community and externally.  Build credibility for their area of responsibility across both internal and external networks to build social capital and develop an inspiring narrative for the organisation. |  |  | * Engage with peer networks, both internal and external * Ask for specific feedback from your manager, peers and team on your current style and its effectiveness. * Reflect on the communication channels you use to receive and give information. What are you missing? What could you do to improve these? | [Leading Globally](https://www.linkedin.com/learning/leading-globally/becoming-a-global-leader?autoplay=true&u=52187153)  [Buildinga diverse professional network](https://www.linkedin.com/learning/building-a-diverse-professional-network/the-importance-of-building-a-diverse-network?autoplay=true&u=52187153) |

**What is your priority action in this area considering:**

* Impact on your performance?
* Importance to your role?
* Importance to your career development?