**Manager Leadership Capability Ready Reckoner**

Vision

Empowering

Leading and managing change

Promoting creativity and innovation

Colour code:

Blue: emerging

Orange: established

Green: accomplished

Driving a knowledge and management culture

Promoting professional autonomy

Recognising and valuing the contribution of others

Demonstrating and promoting resilience

Improving own leadership

Demonstrating and adapting leadership and management

Thinking and planning strategically

Motivating and inspiring others

Self-leadership

Enabling intelligent risk taking

Communicating and promoting ownership

Promoting a public service ethos

Seeing how to make a difference

Seeing opportunities to do things differently

Understanding and valuing the perspectives of others

Enabling leadership at all levels

Involving people in development and improvement

Leading partnership working

Influencing people

Inspiring people by personal example

Supporting the creation of a learning and performance culture

Challenging discrimination and oppression

Collaborating and influencing

Creativity and innovation