




## ICS Leadership Behaviours – Self-Assessment



*Thinking about your work and involvement across the Integrated Care System, please rate yourself below against each of our ICS Leadership behaviours. When do you demonstrate these behaviours and how effectively? What are your behavioural strengths and what are you less good at? Which of your behavioural areas would you like to improve and why, and how will you do this?*

ICS Leadership Behaviour	Overall Behaviour Definition	Positive Behaviour Examples	How effective are you at demonstrating these behaviours?					Example(s) of when I have used this behaviour effectively
			Always	Often	Sometimes	Occasionally	Rarely	
	<i>I am consistently positive and open in how I engage and communicate with colleagues within and across the ICS.</i>	I actively listen						
		I am curious and ask questions						
		I influence others effectively						
		I negotiate with others						
		I use storytelling so messages are understood						
		I provide and invite constructive feedback						
		I am aware of considering my own impact						
		I am honest in what I say						
		I am optimistic and positive – saying “I can and I will”						
		I am accessible and visible						
		I communicate clearly and consistently						
I am polite and respectful in all communication								

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			Always	Often	Sometimes	Occasionally	Rarely	
	<i>I actively engage and am inclusive in my approach, involving and valuing differing perspectives from across organisations, sectors, professions and backgrounds.</i>	I actively engage and involve others						
		I think beyond own team, organisation & sector						
		I actively include and take people with me						
		I value different perspectives, backgrounds & mindset						
		I empower people to act and think for themselves						
		I am culturally aware and sensitive						
		I act fairly						
		I seek ideas & input from others & share the vision						
		I advocate for others and provide opportunities for all who want to develop						
		I ensure everyone is clear on expectations						
	<i>I am willing to stand up for what is right, step out of my comfort zone and be brave in my decision making and actions for the benefit of our communities.</i>	I challenge constructively						
		I tackle tricky conversations						
		I am authentic						
		I do what I say I will do						
		I take brave decisions						
		I am flexible in my approach						
		I am willing to be vulnerable						
		I take ownership						
		I encourage people to raise concerns						
		I take actions when concerns are raised						
		I lead by example through my behaviour						
		I act to challenge inappropriate behaviours						
		I acknowledge when things go wrong						

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			Always	Often	Sometimes	Occasionally	Rarely	
	<i>I consistently demonstrate kindness and understanding through my work and interactions with others across all parts of the ICS.</i>	I build trust						
		I show empathy by acknowledging others' feelings						
		I am supportive						
		I am kind to self and others						
		I give people time						
		I am mindful of the impact of what I say and how I say it						
		I get to know people – the 'whole person'						
		I show understanding						
		I show humility						
		I use the heart as well as the head						
		I build people's resilience						
		I praise others and celebrate successful						
I say thank you for people's contributions								
	<i>I always look to make improvements, encourage and value people's creativity, and am willing to embrace new ideas.</i>	I take a creative approach to problem solving						
		I am willing to change and test new ideas						
		I encourage and enable people to be creative						
		I am proactive and forward looking						
		I embrace new approaches and technologies						
		I am willing to take risks						
		I focus on improvement						
		I learn from challenges						
		I consider the wider impact of actions						
		I enable others to see how things fit into the bigger picture						

*ICS Leadership Behaviours Self-Assessment*

**My Development Plan**

<b>My Areas of Behavioural Strength</b>	<b>Behaviours I am less good at or find tricky</b>
<b>Which areas would I like to improve and why?</b>	<b>What actions will I take to develop my behaviours further?</b>