CPD Framework

For executive leaders and those aspiring to be executive leaders

About the Framework

The behaviours and skills framework was developed by Solace and a member practitioner group, with expert support from Real World Group. It is based on a literature review of the most effective approaches to leading public services in today's challenging and ever-changing environment. It explores the following leadership dimensions:

Leading Places

Developing Shared Vision

Enabling Innovation & Learning

Leading in a Political Environment

Facilitating System-Wide Collaboration

Leading a High-Performance Culture

Displaying Genuine Concern

Acting with Integrity & Authenticity

Creating Positive Disruption

Engaging Communication

Achieving Effective Outcomes

Self-Reflecting & Taking Care

BEHAVIOURS & SKILLS

The framework has been used to develop self assessment and 360 diagnostic tools at each level.

For a further conversation on how Solace can support you with any of these please get in touch with a member of our engagement team by emailing development@solace.org.uk or visit solace.org.uk

Believes strongly in collaboration between organisations

Understands the day-to-day lives of the most hard-to-reach citizens or service users

Ensures that team cultures within their influence are oriented towards a place-based approach

Inspires people to be ambitious about their place

Takes a long- rather than short-term approach to building relationships across place

Approaches place with an entrepreneurial eye

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Has a strong understanding of systems leadership

Is able to deal with the complexities, challenges and tensions that emerge in shared leadership of place such that its potential can be realised

Helps build and maintain relationships between key players across the place

Is able to influence key political and other stakeholders to believe in their transformation narrative

Facilitating System-wide Collaboration

Helps to create a shared understanding between partner organisations of each others' goals and ways of working

Generates optimism that working together will create significantly more value than individual partner organisations ever could

Encourages an unselfish attitude to resources

Communicates the expectation that organisations working across a place will maintain high levels of trust and respect

Does not shy away from having tough conversations when the road becomes rocky in system-wide collaboration

Invites others' reflections on whether their own organisation is playing the most appropriate role in the system

Creates space for cross-sector dialogue to start to address intractable issues

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Recognises that traditional solutions that have worked for many years are now often completely inadequate or inappropriate

Supports others in transforming their ways of working to better suit today's environment

Is oriented to empowering the community to help itself wherever appropriate

Is keen that the community is engaged by, and engages with, their organisation in creative ways using digital

Encourages everyone to think outside normal paradigms to redesign services to be more fit-for-purpose

Is oriented to viewing organisational budgets as both opportunities for investment as well as required expenditure

Approaches policy development in an innovative and flexible way

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Developing Shared Vision

Involves both internal and external stakeholders in developing the vision for success in a given endeavour

Draws internal and external stakeholders together to agree how they can most usefully contribute to achieving important goals

Makes time to engage the community in co-producing solutions

Is effective in obtaining support from key players outside the organisation to achieve important goals

Scans the horizon to try to anticipate upcoming changes and identify potential opportunities

Balances the demands of today with appropriate planning for the future

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Leading a High-Performance Culture

Handles conflict between people with sensitivity, striving for win-win solutions

Values and harnesses individuals' strengths

Provides genuine praise for their team and team members' achievements

Actively tackles poor performance and inappropriate behaviour

Resources projects based on skills, behaviour and interests rather than current job roles

Takes a team-orientated approach to problem-solving and decision-making

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Leading a High-Performance Culture

Requires their team to gather and act on feedback from both internal and external stakeholders with whom they work

Promotes social support and psychological safety in their team

Ensures that their team has dedicated time for growth and development

Ensures that their team members are always clear about their objectives and expectations of their performance

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Engaging Communication

Actively listens to others, and encourages them to share their perspectives

Takes time to find out how challenges and pressures feel from others' perspectives

Shows empathy and offers support to others

Is sensitive to their impact on others, modifying their behaviour and language appropriately to suit who they are communicating with

Keeps in touch with what's happening by walking around, talking and listening

Inspires others through their optimism that key outcomes are achievable

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Communicates in a clear and structured way and presents convincing arguments

Is regarded as approachable, rather than status-conscious

Ensures they are always on the right side of the professional/ personal line when using social media

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Helps others turn mistakes into learning opportunities

Is open to learning from others

Empowers others to use their discretion at work to achieve positive outcomes

Provides good quality, constructive feedback

Coaches others to enable their development

Encourages delegation of power to the lowest possible level throughout the organisation

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Creates a culture in which people are confident to experiment within acceptable risk boundaries

Does not shy away from taking necessary risks to enable better ways of working

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Displaying Genuine Concern

Shows respect for others at all times

Takes steps to create a fairer and more equitable workplace

Is sensitive to others' needs and aspirations

Sustains their team members' efforts by demonstrating a genuine interest in them

Communicates positive expectations of what people can achieve

Is sensitive to the "emotional labour" individuals undertake

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Displaying Genuine Concern

Helps ensure that employees who work remotely still feel part of, and are supported by, the organisation

Actively champions diversity and inclusion at all levels

Maintains an appropriate balance between the need for change and the need for stability

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Is able to identify the core issues in complex situations

Makes sound judgements and timely decisions

Values reflection and appropriate planning as much as doing

Is effective in analysing and mitigating against risks

Maintains appropriate fiscal control across their area of responsibility

Makes effective use of strategy, systems and structures

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Is more concerned with outcomes than typical delivery models when planning service delivery

Is able to deal with ambiguity and unknowns in addressing issues

Is effective in overseeing the most effective commissioning and decommissioning

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Regularly communicates the successes and future vision for their place to the outside world

Is able to garner political support for investment in their place through generating a positive and convincing vision

Makes effective use of an accurate understanding of political and other potential constraints

Is proactive rather than reactive in dealings with politicians at a local and national level wherever possible

Maintains a positive relationship with Whitehall by understanding and producing what they require

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Acting with Integrity & Authenticity

Demonstrates a genuine commitment to providing the best for the community

Is prepared to stand up and be counted in supporting others

Is honest and consistent in their behaviour

Is straightforward and honest when breaking bad news

Maintains compassion and composure even when in high stress environments

Has great tenacity in seeing initiatives to their positive conclusion, even when times are particularly tough

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Is confident in speaking truth to power

Is prepared to take difficult decisions when needed

Is prepared to say when they were wrong or have made a mistake

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Self-reflecting & Taking Care

Invites feedback on their performance and behaviour from a wide range of other people

Reflects on their own behaviour based on understanding others' expectations

Seeks constructive feedback of the services they are involved in providing

Finds ways of accessing peer support to help maintain their wellbeing

Makes time to engage in activities that relate to their personal growth and resilience as a leader

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