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**People Strategy**

**Excellence in Leadership and Management**

**—**

**Greenwich Leadership Self-Assessment Tool**

Developing Current and Future Leaders Who Share Our Values

The Greenwich Leadership Framework was developed by Dr Neela S. Muhlemann and Catherine Farrant

in collaboration with Laleh Williams, People Directorate.

### **Self-Assessment of Leadership Competencies**

### Evaluation Form

The form on the next page can be used by all employees as a self-assessment tool to reflect on and evaluate their leadership competencies demonstrated in their current role. A detailed description of the leadership competencies can be found in the Greenwich Leadership Framework Guide on Portal.

### Evaluation Scale

The level of the leadership competencies is assessed on a five-point rating scale in relation to the requirements of the current role (self-assessment) or aspired role (line manager evaluation).

*Significantly exceeds expectation*

*Above expectation*

*Achieves expectation*

*Development required*

*Significant development required*

The employee’s competencies consistently excel requirements for their current position by far.

The employee’s competencies usually exceed requirements for their current position noticeably.

The employee’s competencies meet the requirements for their current position in every way.

The employee’s competencies often, but not always meet the requirements for their current position.

The employee fails to meet the requirements for their current position.

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| **Self-Assessment of Leadership Competencies** | | | | | | | | | | | | | | |
| Name employee: | | Name line manager/equivalent: | | | | | | | | | | |
| Current role of employee: | | Role of line manager/equivalent: | | | | | | | | | | |
| Employee in the current role since: | | Employee's line manager since: | | | | | | | | | | |
| Date of assessment: |  |  | | |  | | |
| ***Please tick the box for the level of the role you would like to evaluate.*** | | | | | | | | | | | | |
|  | | *Level*  *AC1-2/SG4-7* | | *Level*  *AC3/SG8* | | | *Level*  *AC4/SG9* | | | | *Level*  *AC5/SG10/SM* | |  |
| Level of current role | |  | |  | | |  | | | |  | |  |
| **Level of Greenwich Leadership Competencies** | | | | | | | | | |
| ***Please rate each descriptor of the leadership competencies in regard to the role you would like to evaluate:*** | | | | | | | | | | | | |
| **Collaborate: Build effective teams and collaboration** | | *Significant development required* | *Development required* | | | *Achieves expectation* | | | *Above expectation* | | | *Significantly exceeds expectation* |
| I bring people together and create opportunity for collaboration. | |  |  | | |  | | |  | | |  |
| I actively listen to understand and pre-empt needs and facilitate impactful support. | |  |  | | |  | | |  | | |  |
| **Collaborate: Engage stakeholders** | |  | | | | | | | | | | |
| I nurture impactful partnerships, internally and externally. | |  |  | | |  | | |  | | |  |
| I demonstrate networking skills and build strong relationships to achieve shared objectives. | |  |  | | |  | | |  | | |  |
| **Aspire: Think strategically** | |  | | | | | | | | | | |
| I define and communicate a clear, compelling vision that inspires and aligns with the university's strategic objectives. | |  |  | | |  | | |  | | |  |
| I anticipate and proactively respond to emerging trends and challenges in the higher education landscape. | |  |  | | |  | | |  | | |  |
| **Aspire: Manage change and innovation** | |  |  | | |  | | |  | | |  |
| I lead change initiatives effectively, provide sensemaking, ensure smooth transitions and alignment with the established vision. | |  |  | | |  | | |  | | |  |
| I navigate challenges by embracing innovation and agility to adapt to and meet evolving needs. | |  |  | | |  | | |  | | |  |

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| **Realise results: Set and monitor clear goals** | *Significant development required* | *Development required* | *Achieves expectation* | *Above expectation* | *Significantly exceeds expectation* |
| I align goals with university strategy and monitor transparently goal achievement, ensuring clarity and direction. |  |  |  |  |  |
| I make timely and effective decisions and efficiently manage and share resources to drive progress. |  |  |  |  |  |
| I implement structures and processes that supports goal attainment. |  |  |  |  |  |
| **Realise results: Ensure accountability of self and others** |  | | | | |
| I manage information flow and delegate tasks with accountability to enable autonomy. |  |  |  |  |  |
| I hold self and others accountable and provide recognition for high quality and deliverables. |  |  |  |  |  |
| I have and constantly develop necessary qualifications, skills, and professional expertise. |  |  |  |  |  |
| **Empower: Nurture and mentor talent** |  | | | | |
| I provide guidance and mentorship, and support to individuals to help them thrive professionally. |  |  |  |  |  |
| I advocate opportunities for growth. |  |  |  |  |  |
| I identify opportunities for demonstrating capabilities and working autonomously. |  |  |  |  |  |
| **Empower: Cultivate an inclusive environment** |  | | | | |
| I foster an inclusive and supportive culture. |  |  |  |  |  |
| I remove barriers and promote equity. |  |  |  |  |  |

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| ***Please use the text field below to provide evidence supporting the self-assessment ratings of your leadership competencies.*** |
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