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**People Strategy**

**Excellence in Leadership and Management**

**—**

**Greenwich Leadership Evaluation Tool**

**for Line Managers**

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.

### **Evaluation of Leadership Potential**

### Evaluation Form

The form on the next page can be used by line managers as a tool to evaluate their employees’ leadership competencies and potential to take on aspired roles. 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 aspired position by far.

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

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

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

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

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Evaluation of Leadership Competencies and Potential** | | | | | | | | | | | | | | |
| 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 aspired role | |  | |  | | |  | | | |  | |  |
| **Level of Greenwich Leadership Competencies** | | | | | | | | | |
| ***Please rate each descriptor of the leadership competencies in regard to your employee’s aspired role:*** | | | | | | | | | | | | |
| **Collaborate: Build effective teams and collaboration** | | *Significant development required* | *Development required* | | | *Achieves expectation* | | | *Above expectation* | | | *Significantly exceeds expectation* |
| Employee brings people together and creates opportunity for collaboration. | |  |  | | |  | | |  | | |  |
| Employee actively listens to understand and pre-empts needs and facilitates impactful support. | |  |  | | |  | | |  | | |  |
| **Collaborate: Engage stakeholders** | |  | | | | | | | | | | |
| Employee nurtures impactful partnerships, internally and externally. | |  |  | | |  | | |  | | |  |
| Employee demonstrates networking skills and builds strong relationships to achieve shared objectives. | |  |  | | |  | | |  | | |  |
| **Aspire: Think strategically** | |  | | | | | | | | | | |
| Employee defines and communicates a clear, compelling vision that inspires and aligns with the university's strategic objectives. | |  |  | | |  | | |  | | |  |
| Employee anticipates and proactively responds to emerging trends and challenges in the higher education landscape. | |  |  | | |  | | |  | | |  |
| **Aspire: Manage change and innovation** | |  |  | | |  | | |  | | |  |
| Employee leads change initiatives effectively, provides sensemaking, ensures smooth transitions and alignment with the established vision. | |  |  | | |  | | |  | | |  |
| Employee navigates 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* |
| Employee aligns goals with university strategy and monitors transparently goal achievement, ensuring clarity and direction. |  |  |  |  |  |
| Employee makes timely and effective decisions and efficiently manages and shares resources to drive progress. |  |  |  |  |  |
| Employee implements structures and processes that supports goal attainment. |  |  |  |  |  |
| **Realise results: Ensure accountability of self and others** |  | | | | |
| Employee manages information flow and delegates tasks with accountability to enable autonomy. |  |  |  |  |  |
| Employee holds self and others accountable and provides recognition for high quality and deliverables. |  |  |  |  |  |
| Employee has and constantly develops necessary qualifications, skills, and professional expertise. |  |  |  |  |  |
| **Empower: Nurture and mentor talent** |  | | | | |
| Employee provides guidance and mentorship, and support to individuals to help them thrive professionally. |  |  |  |  |  |
| Employee advocates opportunities for growth. |  |  |  |  |  |
| Employee identifies opportunities for demonstrating capabilities and working autonomously. |  |  |  |  |  |
| **Empower: Cultivate an inclusive environment** |  | | | | |
| Employee fosters an inclusive and supportive culture. |  |  |  |  |  |
| Employee removes barriers and promotes equity. |  |  |  |  |  |

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| ***Please use the text field below to provide a summary comment and name development measures if required.*** |
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