

Enablers of good leadership

Strategic vision and expectations are clear and communicated well; people feel supported, valued and respected; atmosphere of openness, trust and good relationships; work and achievements are acknowledged; levels of pay are sufficient to recruit and retain good staff; people have a voice and are treated fairly; responsibility is shared; people are self-aware and there is a culture of reflection, learning and development.

What do good leaders need?

Support
Challenge
Time to reflect and develop
Clear communication
Enabling culture
Recognition and understanding

What do good leaders bring?

Honesty, openness and authenticity
Self-awareness
Resilience
Courage and vulnerability
Adaptability
Knowledge, skills and experience
Readiness to keep learning
Curiosity and creativity

What do good leaders do?

Foster shared purpose and set direction
Make decisions
Manage change and risk
Influence
Motivate, develop and empower
Communicate well
Build trust
Build and sustain relationships
Understand and learn

How do good leaders engage?

Appreciate the importance of relationships
Are approachable and responsive
Model good practice
Support, coach and mentor
Are active and purposeful
Value diversity

How do people respond?

People feel valued
People feel motivated, empowered and have trust in those around them
People feel safe and confident to raise issues or give feedback
Partners engage across boundaries and work together towards shared goals

What difference does it make?

Roles and responsibilities are clear
People are well informed
People know what support they will receive
Partners have mutual respect, share common purpose and value each other's contribution

What are the outcomes?

A workforce that is trusted, skilled, confident and continually improving
Services that are responsive and that provide people with good support
There is an open and transparent culture where feedback and dialogue are valued

Risks or barriers to good leadership

Lack of time for reflection and development; lack of parity and fair terms and conditions; excessive workloads; change fatigue; poor communication; negative or 'blame' cultures; micro management; poor systems and processes; social care devalued in society; lack of vision and direction.