



## Level 2

To do this effectively each of us needs to:

- Understand the importance of **distributed leadership** – recognising we can all be leaders wherever we are in the organisation
- Take responsibility and **hold ourselves and others to account** for what we've said we'll do
- Manage risk
- Make sure we **comply with legislation and procedures**

## BEHAVIOURS

### What this looks like when we're at our best ...

- We face up to things – we learn from mistakes and move on
- Every day's a school day – we look for ways to improve, we're open to feedback to help us develop
- We step up, take ownership and deliver a great job
- We're open about what we're doing and encourage input from others
- We make every penny count – we spend public money wisely
- If we see something that needs changed, we do something to change it
- We do what we say we'll do

### What this looks like when we're at our worst...

- That's not my job
- Moaning but not doing anything about it
- Hiding things or sweeping them under the carpet
- Micro-managing
- Slopey shoulders
- Being hypocritical
- Saying one thing and doing another

## KNOWLEDGE

### Distributed leadership

I understand

- How to create opportunities for employee voice
- How to identify development needs to create flexible and adaptable teams

## SKILLS

### Distributed leadership

I show I can

- Apply distributive leadership and effective delegation
- Modify my communication delivery and leadership style, depending on the audience and the setting

### Holding self and others to account

I understand

- The principles of performance management

## **Holding self and others to account**

I show I can

- Set, plan and deliver effectively against outcomes
- Hold myself and others to account for performance
- Produce clear, concise and effective written work
- Measure and demonstrate efficiencies and make improvements

## **Managing risk**

I understand

- The importance of mitigating risk to the Council and risk management techniques applicable to my role

## **Managing risk**

I show I can

- Identify, assess and evaluate risks and opportunities
- Carry out options appraisals and risk calculations
- Contribute to business continuity plans

## **Complying with procedures**

I understand

- The statutory responsibilities within my area of work

## **Complying with procedures**

I show I can

- Consistently apply policies, processes and guidance
- Practise sound financial management
- Follow processes and also adapt these and work flexibly when appropriate to meet customer needs
- Apply project management principles and techniques