

Figure 5. The 12 key indicators of good leadership

1. Trust.

Trust underpins good working relationships, and leaders have a role to create cultures of trust through championing authentic relationships, listening with fascination and responding to their team.

2. Small things matter.

Saying “hello”, remembering names and being visible in the office environment are small acts of leadership, but can have a powerful effect.

3. Purpose-driven.

Having a shared purpose as a team can be foundational to success. Leadership is about asking why, creating shared purpose, and being true to your own value set. The latter was seen as important to guiding ourselves through times of uncertainty, whilst also keeping in mind that others have their own individual value sets and needs.

4. Values-driven.

Understanding and staying true to your values as a leader.

5. Understanding your team.

Seeking to understand the whole person, understanding your team as people beyond their job title, role or pay band.

6. Role-modelling.

Actively modelling the behaviours you want to see in others, from small acts like not emailing on weekends, to larger things like showing vulnerability at work and actively listening to others with curiosity and fascination.

7. Authenticity.

Being your whole self at work, showing moments of vulnerability, admitting when you don't have the answers and creating a culture where others feel they can be their authentic selves. Recognising your own strengths and areas for development, and learning from others.

8. Kindness.

Mainstreaming cultures of kindness within workplaces, through language, actions and strategic thinking.

9. Flexibility and adaptability.

Adapting your leadership style to suit the needs of the situation or people you're working with while still staying true to your values. Knowing when 'Command and Control' leadership or a more collaborative leadership style is necessary.

10. Humour.

Creating a space for humour and laughter as a leader allows others to bring their whole self to work.

11. Challenging negative behaviours.

Actively challenging behaviours that do not fit with your team's values, in a way that is constructive.

12. Creating space for reflection.

Having active, reflective conversations with your team and encouraging others to increase confidence, develop skill sets and grow as leaders.