

Leadership Success Profile Guide

For Operational Leaders in Social
work, Social Care and Health in
Scotland



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Welcome

Welcome to the Leadership Success Profile for Operational leaders. This document provides a summary of the core elements of the profile and an overview of how it is intended to be used.



Purpose of the Success Profile

To underpin an inclusive approach which describes the leadership characteristics required to build inclusive cultures and to support the development of a diverse population of leaders.

To provide a holistic framework which outlines the breadth of qualities, experience and motivations needed from leaders in Scotland both now and in the future.

Who it is for?

All leaders apart from Chief Executives, those in Director level posts and those aspiring to these roles. Covering such a wide variety of roles will mean that some individuals may find the occasional item less relevant to them; this is to be expected.

Organisations across Social work, Social Care and Health including the voluntary sector have supported the design to ensure the Success Profile is meaningful to leaders from organisations of different sizes and complexities and operating at both national and local levels.

How it was developed

Through wide engagement with leaders and frontline teams at all levels, across Health and Care organisations, operating regionally and nationally.

With alignment to our national strategy and cultural aspirations to ensure that the Success Profile is tailored to the specific requirements of the Social work, Social Care and Health workforce within Scotland and the needs of the populations we serve.

Using the Success Profile

The Success Profile can be used to support individuals at different points within their career and is also intended to provide organisations with a consistent approach to finding, growing and empowering leaders and their teams.

How the Success Profile can help me as an individual

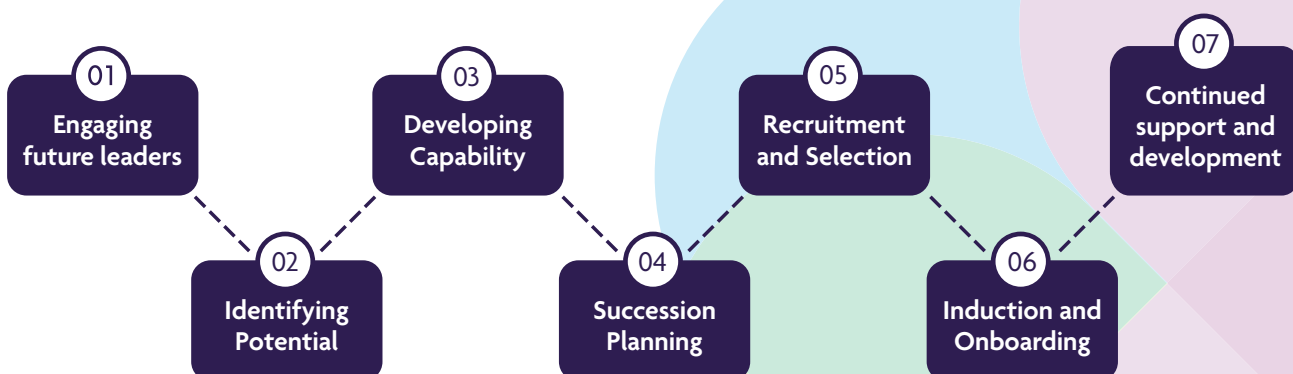
Develop leadership capability in your existing role - the Success Profile can help you to reflect upon your current capability and experience, consider your own behaviours, motivations and- personal values.

If you are considering moving into your first leadership role – the Success Profile can help you to reflect upon your current capability and experience, and how ready you might be to make the transition. The Profile can also support you to understand how different aspects of your temperament and preferences may need to be balanced within the role and how you might choose to focus your development.

If you are considering moving into a different type of leadership role – the Success Profile can help you review your current effectiveness or to take a more targeted approach to growing your capability. It can also provide insights into areas of potential strength that remain untapped together with risk factors that you may need to manage differently.

How the Success Profile underpins a national approach

The Success Profile has been designed to be applied to a range of different contexts (summarised below) and to provide a foundation for the development of a national pipeline of future leaders.



Success Profile

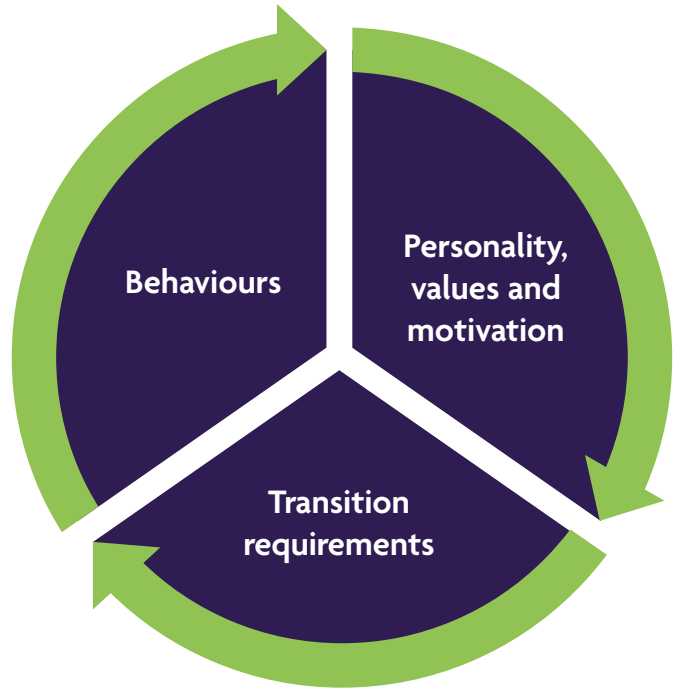
Components Overview

The Success Profile is based upon three components, these are:

Behaviours – the actions people take or the things they say that are observable to others.

Personality, values and motivation – which influence the decisions we take, the style of leadership we adopt, and the characteristics that motivate and drive us.

Transition requirements – which describe the experiences and learning required for individuals to move successfully from one role to another.



Success Profile



Purpose and Application

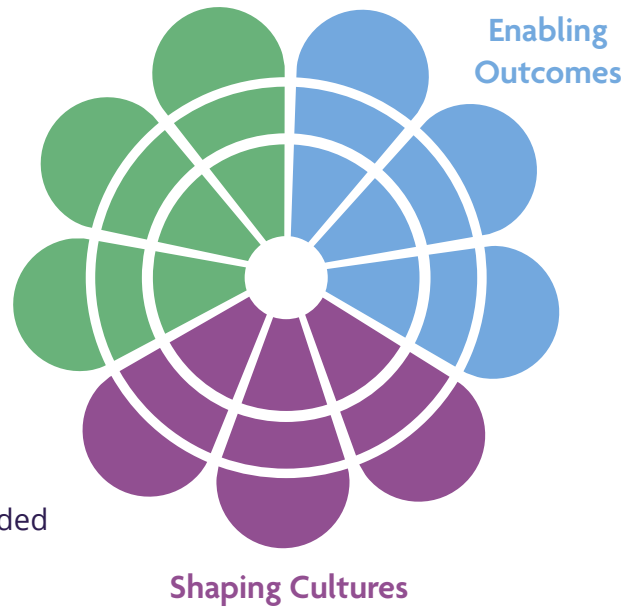
Each of the Success Profile components provide different insights and have been designed to be used by aspiring or existing leaders at different points in their career. The table below summarises how each element can be applied.

	Purpose	Application
Behaviours	To describe the combination of behaviours needed by leaders in Scotland now and in the future.	<ul style="list-style-type: none"> As a reflective tool or as part of a career conversation to support leaders to measure areas of strength and development. For providing robust and comprehensive criteria against which assessment activities can fairly measure the suitability of different candidates for leadership roles. Supporting those currently in leadership roles to measure their capability and effectiveness through 360° feedback and self reflection tools.
Personality, values and motivation	To describe the personality constructs, values and motivations relevant to operating as a leader.	<p>These can be used in their current format or in conjunction with psychometric instruments to:</p> <ul style="list-style-type: none"> Support leaders to reflect upon their motivations and potential to operate in a different leadership level role. As part of an assessment process to establish the suitability of candidates to operate in a new leadership position. To enable current leaders to better understand their needs, preferences and potential risk factors.
Transition requirements	To highlight the core areas of transition required when moving into (and adjusting to) a new leadership role.	<ul style="list-style-type: none"> For supporting those aspiring to a more senior leadership role to consider the experiences and exposure required to increase their readiness. To underpin the design of assessment and development activities and ensure they simulate the reality faced by leaders operating in Scotland. To support current leaders to reflect upon the extent to which they are meeting requirements and to help newly appointed leaders to continue to adjust to their new role.

Success Profile

Overview of behaviours

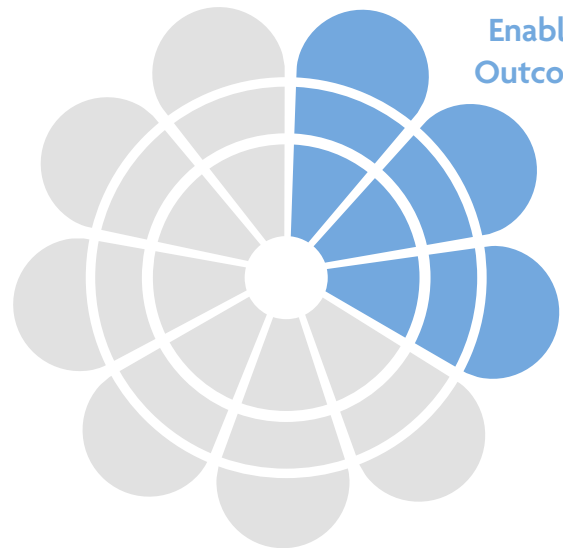
Summarised below are the three behavioural clusters that comprise the Success Profile. Each of these is divided into a further three dimensions within which sit five descriptors which can be found on the following three pages. Covering such a wide variety of roles will mean that some individuals may find the occasional descriptor less relevant to them; this is to be expected.



Clusters	Dimensions	Dimension Descriptors
Enabling Outcomes	Developing purpose and vision	Engaging people in conversations about the future, finding ways to simplify a complex environment, and helping everyone to understand the significance of their contribution.
	Building capability	Developing capability by sharing responsibility and influence; and nurturing self-sufficiency, belief, and collective leadership.
	Harnessing commitment	Connecting longer-term goals and strategy to the lives of frontline staff; and building a shared commitment, identity, and sense of purpose for what can be achieved together.
Shaping Cultures	Releasing creativity and innovation	Empowering teams and colleagues to ask questions, look at things from a different perspective, get creative, and improve the way they work
	Modelling Self-leadership	Applying insight into self and others to manage your emotions, maximise your potential; and respond consciously and positively to the world around you.
	Fostering inclusion and psychological safety	Creating an inclusive, compassionate and stimulating environment that enables teams to flourish and individuals to display their potential.
Empowering Systems	Whole system awareness	Understanding the needs of local communities, the challenges facing the most vulnerable, and the partner organisations they rely upon and need you to work alongside.
	Forging trust and collaboration	Working together, to build trust, move beyond traditional boundaries, share information, and provide a joined-up and person-centered user experience.
	Enabling population outcomes	Ensuring services are responsive to individual needs, and prioritising resources to enable the best long-term outcomes for individuals, their families and carers.

Success Profile

Enabling
Outcomes



Enabling Outcomes: behavioural descriptors

Developing purpose and vision

Engages their team in conversations about the future and the significance of the part they play.

Describes a view of the future which is meaningful and instils connection and ownership.

Encourages two-way discussions with their team, ensuring clarity of purpose and direction.

Explains how changes in policy and strategy may influence the service their team provide.

Balances short-term pressures with longer-term team or department goals.

Building capability

Recognises and shows appreciation for individual and team achievements.

Builds a cohesive and self-sufficient team capable of taking responsibility on their own.

Encourages questioning, challenge, and a range of views from people.

Proactive in appointing and developing effective managers or team members.

Addresses unhelpful behaviours and resolves performance issues.

Harnessing commitment

Agrees joined-up plans which consider wider organisational/departmental goals.

Provides clarity in relation to team priorities, deadlines, and outcomes.

Supports teams to work productively, reducing wasteful activities and unnecessary costs.

Reviews progress, ensuring people follow through on commitments and responsibilities.

Overcomes barriers to progress, enabling teams to work with pace and flexibility.

Success Profile

Shaping Cultures: behavioural descriptors



Shaping Cultures

Releasing creativity and innovation

Involves front-line teams and the people they support in the co-design and improvement of services.

Encourages their team to collaborate with other partners on improvements.

Keeps an open mind, exploring possibilities and desired outcomes.

Empowers people to take balanced risks, learn from mistakes, and to share learning.

Provides teams and individuals with the regular feedback they need to build self-awareness.

Modelling self-leadership

Remains calm and centered despite distractions, retaining a sense of focus and perspective.

Overcomes setbacks and criticism through displaying self-care during difficult times.

In tune with the emotions of others, adapting to different people and situations.

Focused on their own development, committing time to learning activities.

Respectful of own physical and emotional needs, ensuring their health and wellbeing is maintained.

Fostering inclusion and psychological safety

Looks for the best in people, understanding their strengths and nurturing their potential.

Displays kindness and unconditional respect regardless of people's background, status or beliefs.

Able to lift others, raise morale and create a sense of hope and optimism.

Balances empathy and high levels of support with the need for challenge and honesty.

Devotes time to each of their team, understanding their unique needs and aspirations.

Success Profile

Empowering Systems



Empowering Systems: behavioural descriptors

Whole system awareness

Raises team awareness of the wider factors impacting the lives of individuals and communities.

Considers the impact of their decisions on other teams and the people using their services.

Displays genuine interest and empathy into the reality faced by other teams or partner organisations.

Encourages their team to be thoughtful of the pressures and challenges faced by other professions.

Meets the people and communities using their services and listens to front line teams.

Forging trust and collaboration

Builds trust through openness, honesty, and a willingness to compromise.

Enables the sharing of information, ideas and solutions with other teams or partner organisations.

Assertive and fair, ensuring the needs of all parties are held in equal regard.

Resolves disagreements by bringing people together and finding common ground.

Values and appreciates the diverse range of professions they encounter.

Enabling population outcomes

Collaborates with other managers to ensure the resources are in place for multiprofessional teams to work together.

Streamlines procedures, enabling teams to display initiative and flexibility when working with different people.

Integrates and aligns their team's activities with other teams or partner organisations to enable a joined-up service.

Works with their team to improve support for the most vulnerable and those who struggle to access services.

Empowers teams to balance responsiveness with an understanding of people's longer-term and more complex needs.

Success Profile

Content: Personality, values and motivation

The table below summarises the combinations of personality constructs, values and motivations relevant to operating across a variety of leadership roles. Rather than adopting one way of operating, success often requires flexibility and the ability to master a broad range of styles. A greater understanding of these constructs will help identify unique areas of potential together with natural strengths and potential risk factors.

 Kindness and motivated to improve other people's lives	↔	 Driven and motivated to achieve
Risk: Prioritising other people's agendas ahead of your own		Risk: Win-lose mentality and fixation on personal agenda
 Empowerment , delegation, trust and shared decision making	↔	 Direction , providing focus, holding others to account, and taking responsibility
Risk: Remoteness from the challenges and reality faced by others		Risk: Domineering and, suppresses initiative and accountability
 Forward looking , open to ideas, emergent and unconstrained in their thinking	↔	 Pragmatism , practical, disciplined and systematic approach to thinking
Risk: Detached from immediate pressures and priorities		Risk: Drawn into operational detail, reactive
 Supportiveness , empathetic, considerate, displaying tolerance and forgiveness	↔	 Challenging , direct, robust challenge, and confidence to make difficult decisions
Risk: Reluctant to challenge, risk of groupthink		Risk: Insensitive, an absence of psychological safety
 Expressiveness , open and engaging, able to share vulnerability	↔	 Self-controlled , contained, calm, and consistent
Risk: Emotional expression without self regulation		Risk: Disconnected, perceived as lacking passion, empathy or humor
 Curiosity , questioning, reflective, understanding, and adapting	↔	 Decisiveness , action orientated, and focused on completion
Risk: Distractable, lacking pace, slows momentum		Risk: Acts in haste without consideration of consequences or humor
 Involving , inclusive, collaborative and able to compromise	↔	 Independent , self-direction and self-belief
Risk: Indecisive, consensus and compromise prioritised over the 'right decision'		Risk: Dogmatic, uncompromising, and non-consultative

Success Profile

Content: Key areas of transition for different types of leaders

Summarised below are the core areas of transition required for individuals embarking on new leadership roles. Please note this is a simplification of the hundreds of different leadership roles that exist across the Social work, Social Care and Health workforce, and for this reason they won't be relevant to all roles. The key areas of transition are summarised by the three headings on the left, each of which then describe three areas of significant transition when moving from one role to another.



From leading self...

Enabling outcomes: Accountable for managing their own time, and for effective planning, punctuality, quality and reliability in relation to the core requirements of their role.

Shaping cultures: Supports, encourages, and enables colleagues, their manager, and those using their service; through understanding others needs and knowing when to be flexible.

Empowering systems: Develops relationships with colleagues and partners that enable them to provide a joined-up experience for those using the service.



...to leading a team

Accountable for building, managing, and empowering a team which can provide a high quality of service and work well together.

Creates an environment that maximises the potential of different team members and which is built around common values and purpose.

Collaborates with other managers to ensure their team integrates and supports the delivery of a connected and high-quality service.

From leading a team...

Enabling outcomes: Accountable for building, managing, and empowering a team which can provide a high quality of service and work well together.



Shaping cultures: Creates an environment that maximises the potential of different team members and which is built around common values and purpose.



Empowering systems: Collaborates with other managers to ensure their team integrates and supports the delivery of a connected and high-quality service.



...to leading other managers

Accountable for developing an integrated plan which aligns activities across teams. Appoints and develops talented managers, holding them to account whilst developing self-sufficiency, cohesion, and collective leadership.

Proactively works with their managers to build a consistent values-based culture, employment experience, and user experience across all teams.

Ensures their managers are collaborating widely with colleagues and partners whilst establishing enduring and productive relationships with with colleagues and partners.

From leading managers...

Enabling outcomes: Accountable for developing an integrated plan which aligns activities across teams. Appoints and develops talented managers, holding them to account whilst developing self-sufficiency, cohesion, and collective leadership.



Shaping cultures: Proactively works with their managers to build a consistent values-based culture, employment experience and user experience across all teams.



Empowering systems: Ensures their managers are collaborating widely with colleagues and partners, whilst establishing enduring and productive relationships with colleagues and partners.



...to leading a department or function

Accountable for engaging their teams in the delivery of directorate plans and the achievement of organisational outcomes. Ensures alignment of their team's operational plans with directorate and wider organisational strategies.

Works with their peer group to model and shape core cultural values and delivery of medium or long-term change interventions. Balances and reconciles the different needs and expectations of frontline teams, executive directors and external stakeholders.

Engages leaders in the aspirations of the local system, ensuring people are aware of key partnerships, and there is the clarity of purpose, structure and support for integrated frontline teams to operate flexibly in delivering system outcomes.

Further Information

We hope you have found this helpful.

If you have any questions or require further information, please visit our website, [leadingtochange.scot](https://www.leadingtochange.scot)

