**

**Developing Self and Others**

*Showing commitment to own ongoing professional development. Supporting and encouraging others to develop their professional knowledge, skills and behaviours to enable them to reach their full potential.*

**Self**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Using all situations as potential learning opportunities |  |  |
| Devoting time to own development |  |  |
| Making time to reflect upon own performance and learning on an ongoing basis |  |  |
| Consciously applying learning to enhance everyday professional practice |  |  |
| Setting yourself ambitious and stretching development goals to continuously improve and maintain high performance |  |  |
| Engaging in formal and informal learning and development activities |  |  |
| Engaging positively with appraisal processes |  |  |
| Seeking, accepting and learning from feedback |  |  |
| Providing constructive feedback to colleagues at all levels |  |  |

**Others**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Giving praise for work well done |  |  |
| Making time to think about the development of colleagues |  |  |
| Encouraging and supporting others to capture their learning and identify how it can be applied to improve individual and team performance |  |  |
| Ensuring equal access to  development opportunities for all |  |  |
| Using delegation as an opportunity to develop others |  |  |
| Empowering others by locating decision making at the lowest possible appropriate level |  |  |
| Providing creative work  opportunities to stretch and  develop colleagues |  |  |
| Encouraging others to learn from mistakes without blame |  |  |
| Encouraging colleagues to take calculated risks |  |  |
| Coaching and mentoring others |  |  |

**Organisation**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Supporting succession planning by identifying and developing colleagues with high potential |  |  |
| Supporting others to undertake alternative duties, short-term secondments etc. |  |  |
| Encouraging others to  contribute to institutional-level activity |  |  |
| Identifying the changing needs of the organisation and incorporating these into own and others’ development plans |  |  |

Examples of behaviours that may indicate a need for further development in developing self and others

* Failing to invest in own and others’ development
* Blocking the progress of high potential colleagues
* Believing that ‘development’ equals ‘training’ and not engaging with informal development opportunities
* Being intolerant of mistakes and apportioning blame
* Focusing on others’ weaknesses rather than their strengths