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| Each online module and each workshop is mapped to a series of KSBs. For example:**Workshop 1: Leadership in Context** |
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| **Knowledge / Skills / Behaviours**  |
| **Knowledge** |
| K6: Ethics and values-based leadership theories and principles.  |
| K12: Influencing and negotiating strategies both upwards and outwards.  |
| K18: Coaching and mentoring techniques.  *?* |
| K19: Approaches to developing a Corporate Social Responsibility programme.   |
| **Skills** |
| S2: Set strategic direction and gain support for it from key stakeholders  |
| S3: Undertake research, and critically analyse and integrate complex information  |
| S4.1: Lead change in their area of responsibility, create an environment for innovation and creativity |
| S4.2: Establish the value of ideas and change initiatives and driving continuous improvement |
| S13: Use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking.  |
| S14: Create an inclusive culture, encouraging diversity and difference and promoting well-being.  |
| S15: Give and receive feedback at all levels, building confidence and developing trust, and enable people to take risks and challenge where appropriate.   |
| S16: Enable an open culture and high-performance working environment and set goals and accountabilities for teams and individuals in their area.   |
| S17: Lead and influence people, building constructive working relationships across teams, using matrix management where required.   |
| S19: Manage relationships across multiple and diverse stakeholders  |
| **S20:** Lead within their area of control/authority, influencing both upwards and outwards, negotiating and using advocacy skills to build reputation and effective collaboration  |
| **Behaviours** |
| B1: Work collaboratively enabling empowerment and delegation.   |
| B2: Take personal accountability aligned to clear values.   |
| B3: Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.  |
| B4: Value difference and champion diversity.   |
| B5: Seek continuous professional development opportunities for self and wider team.  |