

Framework: Levelled Skill Descriptors

Assuring excellent performance and delivery	
Empowering others to deliver excellence	The ability to delegate work and resource appropriately, remove blockers, and provide enabling factors to assure the delivery of excellence in line with core objectives.
Giving and receiving feedback	The ability to provide formal and informal feedback to colleagues to improve effectiveness, and to actively seek and respond positively to developmental feedback received.
Managing the full range of performance	The ability to lift areas of underperformance, to maintain solid good performance, and to encourage and enable exceptional and high levels of performance at individual, team and organisational levels.
Managing and prioritising time and resources	The ability to allocate appropriate levels of time and resource to work activity, and to forecast and respond to resourcing requirements to ensure timely delivery of outputs.

Building talent and nurturing staff	
Applying policies and procedures to support employee engagement, satisfaction and wellbeing	The ability to select and work through relevant policies and procedures in collaboration with staff so that employee engagement, satisfaction and wellbeing are enhanced or well attended to. Examples might include flexible working arrangements, reasonable adjustments from Occupational Health, recruitment and selection, probation and induction, sickness and absence management, performance management, hybrid working, and wellbeing initiatives.
Coaching and mentoring	The ability to utilise key coaching skills of listening, questioning and feedback to support with broadening thinking and problem-solving abilities and impact positively on the self-sufficiency of colleagues. The ability to draw upon and share learning from previous experiences.
Developing others	The ability to respond to the personal, professional or career development needs of colleagues and the team for both now and in the future, and to support with accessing appropriate development interventions or solutions.
Motivating others	The ability to enthuse and engage others through a range of motivational techniques, and to mitigate factors that may adversely affect employee motivation.
Succession planning and managing talent	The ability to manage those with a range of talent and potential so that their skills and aptitudes are maximised, and to develop talent pools, and talent pipelines and succession plans for critical roles.

Leadership and management effectiveness	
Dealing constructively with challenge	The ability to assert rights and responsibilities, and to push back with respect when needed, whilst maintaining positive

	relationships. The ability to position constructive, developmental challenge, and to respond positively to this when it is received.
Emotional awareness	The ability to recognise one's own and others' emotions; to adjust one's approach accordingly; and to contribute to a culture of empathy, relatedness, compassion and respect.
Influencing and advocating	The ability to persuade others; or to change the behaviour, actions or approach of others so as to achieve mutually positive outcomes. The ability to be a proactive and genuine champion of the team/initiatives.
Managing upwards	The ability to appreciate the operating style and preferences of your direct and indirect managers, and to flex your own style to appeal to these colleagues, thus maximising the relationship and its effectiveness.
Networking	The ability to build connections with a diverse range of colleagues within and beyond the organisation, and to use this network to share expertise, to gain a wider perspective, or to expedite activities with senior sponsorship.
Resilience	The ability to respond to and deal positively with challenging situations and circumstances.

Shaping culture	
Dealing constructively with conflict	The ability to avoid, handle and defuse conflict, reaching mutually acceptable resolutions to charged situations.
Developing an inclusive and effective team dynamic	The ability to create an atmosphere of mutual trust, accountability and transparency within the organisation, challenging any behaviours that run counter to this.
Handling difficult conversations productively	The ability to willingly and meaningfully engage in productive conversations and sensitive topics, with a view to resolving the issue through support and respect.

Thinking strategically and holistically	
Communicating, cascading and interpret decisions and information	The ability to create, interpret, share or sponsor institutional messages, information and decisions at a local level to ensure effective buy-in and realisation.
Developing clear and consistent processes	The ability to create and optimise clear processes that can be uniformly and equitably applied, leading towards the actualisation of ambitious deliverables.
Leading and managing change	The ability to identify, plan and implement sustainable change initiatives and to manage and support those affected by such changes in order to realise defined benefits.
Seeing the bigger picture to build and strengthen our position	The ability to identify internal and external factors that influence and affect the organisation, and to engage in benchmarking, horizon-scanning and partnership building activities that ensure we remain sector leading.
Setting a strategy and providing direction	The ability to state and define the purpose, direction and overall plan for achieving the vision of the team, department and organisation, and to enable these elements to be progressed, measured and achieved.

Working with awareness of
Warwick

The ability to recognise the connections between teams,
departments and areas within the University and how these
interact and are navigated.

Assuring excellent performance and delivery

Empowering others to deliver excellence

The ability to delegate work and resource appropriately, remove blockers, and provide enabling factors to assure the delivery of excellence in line with core objectives.

Supervising People	Allocate work to individuals within the team, being mindful of capacity and level of skill. When required, seek your manager's support to remove blockers and create the conditions for enabling excellence. Set clear expectations.
Managing People	Delegate work to individuals within the team, being mindful of capacity and level of skill. When required, seek support and work collaboratively with others to remove blockers and to create the conditions for enabling excellence. Set goals at an individual level, and establish clear expectations.
Leading Managers	Allocate work according to capacity and skill, but also consider where activity might provide a developmental experience for a direct report. Proactively identify and remove blockers, and anticipate likely resources and lobby for them. Set team goals and encourage individuals to identify their goals within that.
Senior Leaders	Allocate projects to teams, ensuring best fit and suitability. Maintain clear and high expectations. Seek senior sponsorship and leverage championship. Ensure teams and services are appropriately resourced and proactively help if not.
Leading the Organisation	Delegate programmes of work to faculty, departmental or service leads. Ensure organisational resource is in place, thinking about people and workforce planning, talent management and pipelines, and organisational objectives, and how these translate to work activity.

Giving and receiving feedback

The ability to provide formal and informal feedback to colleagues to improve effectiveness, and to actively seek and respond positively to developmental feedback received.

Supervising People	Provide informal feedback at point of need to team members. Take feedback positively from colleagues when it is offered.
Managing People	Provide formal and informal feedback regularly and at point of need to immediate colleagues, such as line reports, team members, and peers. Take feedback positively from colleagues when it is offered.
Leading Managers	Provide a range of formal/summative and informal/developmental feedback that is well intentioned and well positioned to a range of stakeholders. Consider how it might be received and adapt your delivery to best effect. Be open to receiving feedback and actively seek it, including in relation to your leadership and management style. Receive all feedback in a positive manner, and use it as a learning point to help you grow and develop.
Senior Leaders	Use recognised models for giving balanced feedback such as Appreciative Inquiry to improve performance and recognise strengths that can be capitalised upon. Give feedback to groups or on projects, as well as to individuals. Proactively give and

	receive feedback and find opportunities for regular feedback. Contribute towards creating a feedback culture.
Leading the Organisation	Model how to provide effective and impactful feedback at all levels, and confidently give supportive feedback across the organisation. Be open to constructive feedback and demonstrate the action taken upon receiving feedback. Support the organisation with creating and maintaining a feedback culture, including feedback loops.

Managing the full range of performance

The ability to lift areas of underperformance, to maintain solid good performance, and to encourage and enable exceptional and high levels of performance at individual, team and organisational levels.

Supervising People	On an informal and regular basis, check in on an individual's performance against standards/expectations. When required, address minor instances of underperformance. Motivate colleagues who demonstrate good and exceptional performance.
Managing People	On an individual basis, assess performance levels, be able to apply underperformance policies when required. Reward and motivate colleagues who demonstrate good and exceptional performance. Ensure performance assessments are concrete and evidenced. Use goal cascade and strategic alignment to set SMART objectives within the team. Review objectives in line with expectations.
Leading Managers	Manage the performance of individuals and be aware of the overall team's performance in line with goals and expectations through regular review. Identify and utilise reward mechanisms to motivate and engage solid performance, as well as being able to positively influence areas of lower performance. Set strategically-aligned goals for the team; and with line reports, co-author and set SMART objectives.
Senior Leaders	Be aware of organisational performance in line with the strategy and develop and review goals and objectives across divisions to help achieve our strategic intent. Ensure these aims are cascaded and understood at a more local level. As well as positively influencing areas of lower performance and how to maintain good performance, understand how to develop and encourage exceptional performance through stretch goals and diversification of skills. Support other managers with handling the full range of performance. Enable colleagues to define their own SMART objectives that are strategically aligned.
Leading the Organisation	Benchmark and review our performance against competitors and more widely across the sector to identify areas of underperformance and identify measures or initiatives to rectify this. Identify areas of strength and impact, and identify ways to capitalise upon this. Define and develop strategies for departments, services and functions, with clearly defined and measurable goals and aims.

Managing and prioritising time and resources

The ability to allocate appropriate levels of time and resource to work activity, and to forecast and respond to resourcing requirements to ensure timely delivery of outputs.

Supervising People	Prioritise and manage own time and that of the immediate team based on known and immediate tasks, targets, and deliverables on a day-to-day and weekly basis. Manage the resources required by the team, allocating these at appropriate levels.
Managing People	Prioritise and manage own time and that of the immediate team based on known and immediate tasks, targets, and deliverables on a weekly to monthly basis. Forecast workload and define the timelines for deliverables, ensuring that outputs are timely. Manage the resources required by the team, allocating these at appropriate levels and ensuring the continued availability of relevant resources.
Leading Managers	Forecast, plan and manage the workloads for your team and wider areas, ensuring an appropriate distribution and deployment of people, time and resources to cover actual and anticipated business levels. Plan ahead on a monthly to termly basis, and ensure that deliverables are met in a timely manner.
Senior Leaders	Contribute to the strategic planning and resourcing of longer-term goals and priorities at departmental level and at a termly to annual basis. Provide operational direction on the allocation and deployment of a range of resources. Maintain oversight of the activity of devolved resource holders, who may hold delegated responsibility for resource deployment.
Leading the Organisation	Provide leadership and strategic direction at departmental or functional level as to the allocation, deployment and prioritisation of a wide range of resources in order to realise the institution's strategic plan. Take accountability for the delivery of organisational objectives within required timescales, and adopt an annual to 5 year planning approach.

Building talent and nurturing staff

Applying policies and procedures to support employee engagement, satisfaction and wellbeing

The ability to select and work through relevant policies and procedures in collaboration with staff so that employee engagement, satisfaction and wellbeing are enhanced or well attended to. Examples might include flexible working arrangements, reasonable adjustments from Occupational Health, recruitment and selection, probation and induction, sickness and absence management, performance management, hybrid working, and wellbeing initiatives.

Supervising People	Apply a limited range of common or familiar policies and processes with support from appropriate contacts. Ensure these are applied equitably across all staff.
Managing People	Apply a localised range of common policies and processes with support from appropriate contacts. Ensure these are applied equitably across all staff.
Leading Managers	Apply a wide range of policies and processes with fluency, and be able to interpret them locally. Contribute to the design of local processes. Seek support from key contacts and partners when applying processes to complex cases. Build in own inclusive actions when applying policy and procedures.
Senior Leaders	Design and define policy and procedures, proactively incorporating diverse and inclusive approaches. Ensure that policy and procedures are optimised for context of our organisation, whilst driving Warwick forwards.
Leading the Organisation	Request the implementation of policies, and develop leading strategies. Ensure that policies and procedures support and enhance diversity and inclusion initiatives.

Coaching and mentoring

The ability to utilise key coaching skills of listening, questioning and feedback to support with broadening thinking and problem-solving abilities and impact positively on the self-sufficiency of colleagues. The ability to draw upon and share learning from previous experiences.

Supervising People	Begin to use effective questioning and listening skills as part of an emerging coaching style. Begin to offer feedback at relevant points. Draw upon personal experience as appropriate in relatable team scenarios when this would help to support or illustrate points.
Managing People	Use effective questioning and listening skills to begin to embed a coaching style when managing staff. Offer feedback at relevant points. Draw upon personal experience as appropriate in relatable team scenarios when this would help to support or illustrate points.
Leading Managers	Use questioning and listening skills to encourage others to find solutions and options, to “unstick” tricky issues, and to adopt greater agility and flexibility. Provide and seek feedback when appropriate. Draw upon previous experience, and offer support and guidance.
Senior Leaders	Use a range of informal coaching techniques to equip teams and individuals with greater problem-solving abilities and self-sufficiency. Support other managers in acquiring key coaching

	skills of questioning, listening and giving effective feedback at point of need. Consider utilising formal coaching or mentoring as a discrete intervention. You could offer to be someone's mentor, or ask for a coach yourself.
Leading the Organisation	Experience coaching and extol the benefits of receiving formal coaching. Recommend coaching to teams and individuals as appropriate. Utilise a coaching style and approach and visibly role model this in interactions with individuals and teams. Champion coaching as a method of developing and progressing the University.

Developing others

The ability to respond to the personal, professional or career development needs of colleagues and the team for both now and in the future, and to support with accessing appropriate development interventions or solutions.

Supervising People	Respond to development needs when they are immediate or service led, and support your team in accessing opportunities by signposting to central provision.
Managing People	Respond to development needs when they are immediate or service led. With your line reports, identify their development needs, and support their accessing opportunities by signposting to central provision. Begin to explore and utilise other methods of development.
Leading Managers	Build upon existing strengths and support colleagues with identifying what these are. With line reports, jointly define development needs in line with service delivery and expectations, and coordinate this across the team, bearing in mind the overall coverage of skills and abilities. Enable others to identify their own future or career development needs and coordinate specific OTJ or bespoke/personalised interventions, as well as accessing central provision. Consider their individual learning preferences and which opportunities might best appeal.
Senior Leaders	Mindful of service delivery expectations, develop the team and individuals so that they are equipped to succeed. Initiate development to futureproof operations and to further develop the service or function. Empower others to take responsibility for their own development by enabling them to identify needs and potential solutions. Consider a wide range of development options for others, including greater access to personalised interventions such as shadowing, secondments or special projects. You may offer to support this type of intervention and be shadowed yourself by another colleague.
Leading the Organisation	Work with an awareness of our strategic direction of travel and identify what is required at organisational level. Make plans to enable the upskilling of the organisation. Visibly engage in own development and sponsor and champion this to colleagues.

Motivating others

The ability to enthuse and engage others through a range of motivational techniques, and to mitigate factors that may adversely affect employee motivation.

Supervising People	Understand what motivates individuals within the team, and identify ways to engage them.
Managing People	Recognise your own motivations. Understand what motivates individuals within the team. Identify ways to engage direct reports.
Leading Managers	Be familiar with a range of factors that enhance motivation and know how to draw upon these to motivate others.
Senior Leaders	Be aware of factors that can enhance motivation, and ensure they permeate the team culture. Also be aware of factors that can adversely affect motivation, and ensure that these factors are mitigated. Develop and recommend departmental- or institutional-level plans to create a motivating work environment.
Leading the Organisation	Coordinate an institutional approach to instilling and maintaining an engaging and motivating work environment, ensuring that Warwick appeals as an employer and keeps pace with competitors.

Succession planning and managing talent

The ability to manage those with a range of talent and potential so that their skills and aptitudes are maximised, and to develop talent pools, and talent pipelines and succession plans for critical roles.

Supervising People	Ensure good performers remain motivated and engaged by giving them opportunities that stretch their performance to higher levels.
Managing People	Consider the future needs of the team and support talented colleagues in gaining exposure to this. Set stretch goals to support those with high levels of performance. Ensure good performers remain motivated and engaged.
Leading Managers	Identify roles within the team or department that are critical. Ensure a pipeline and development plan are in place for these. Manage individual talent across the board, understanding how to develop those with high levels of talent, but also those who have the potential to excel.
Senior Leaders	Identify organisationally critical or at-risk roles and support with succession planning activities to ensure the future readiness of identified potential successors. Manage talent across a division/service by identifying and enabling opportunities for succession and progression. Identify talent pools and actively contribute to their development.
Leading the Organisation	Identify the shape and skills of the future state of the organisation, and work with senior colleagues to ensure organisational development and design are optimal. Support the organisation with attracting talent, and with utilising existing internal talent to fill critical vacancies expeditiously.

Leadership and management effectiveness

Dealing constructively with challenge

The ability to assert rights and responsibilities, and to push back with respect when needed, whilst maintaining positive relationships. The ability to position constructive, developmental challenge, and to respond positively to this when it is received.

Supervising People	Articulate the needs of the team when required, and feel able to push back on requests (within reason and with support) that could affect your team's operations.
Managing People	Articulate the needs of the team when required, and feel confident to push back on requests (within reason) that detract from your core purpose. Respond positively to challenge when it is presented.
Leading Managers	Be able to assert and push back when required, aiming for a win-win resolution. Provide justification for actions or measures taken. Provide constructive and respectful challenge to others when asked to do so. Respond positively to challenge by seeing it as an opportunity for improvement or growth.
Senior Leaders	Support colleagues with articulating and asserting their rights and responsibilities, and equip them with the ability to push back with respect and confidence when necessary, always ensuring that positive outcomes are achieved and positive relationships are maintained. Display the ability to do this yourself when navigating complex and detailed situations or programmes of work. Offer constructive and respectful challenge to others when your expertise or experience calls you to do so. Anticipate areas of challenge from others and mitigate where appropriate.
Leading the Organisation	Across the organisation, give developmental challenge, and respond positively to challenge when it is presented to you. With a range of external and senior stakeholders, assert and maintain the position of the organisation, being willing to exercise influence and gravitas to achieve outcomes and to ensure challenges are resolved or actioned effectively. Influence and convey an organisational culture of respectful challenge.

Emotional awareness

The ability to recognise one's own and others' emotions; to adjust one's approach accordingly; and to contribute to a culture of empathy, relatedness, compassion and respect.

Supervising People	On an individual level, take responsibility for your own reactions, and exercise impulse control. Show empathy for others.
Managing People	On an individual level, exercise self-awareness. Identify and recognise your own emotions and triggers, take responsibility for your own reactions, and understand how to exercise impulse control. Show empathy for others.
Leading Managers	Encourage others within your local context to recognise their emotions and physical reactions to situations, and exercise impulse control. In the moment, recognise how others are responding to situations and adjust your approach accordingly.

	Validate the feelings of others, listen with empathy, and be cognisant of body language and facial expressions.
Senior Leaders	Utilise genuine empathy and interest to build rapport and effective and meaningful relationships with partners and stakeholders. Be motivated and emotionally able to act on opportunities as they arise, and to recognise and respond to the emotional states of those around you. Anticipate how others may react to situations, and adopt an approach that will defuse emotionally charged situations.
Leading the Organisation	Be attuned to the wider context within which the organisation is operating and how this may affect the emotional states of the overall workforce. Develop and offer initiatives to support this. Create a culture of empathy, compassion and respect, and demonstrate this through self-awareness and role modelling.

Influencing and advocating

The ability to persuade others; or to change the behaviour, actions or approach of others so as to achieve mutually positive outcomes. The ability to be a proactive and genuine champion of the team/initiatives.

Supervising People	Champion the team in informal situations and localised contexts when asked to do so. Influence line reports, and on occasion close peers, to achieve desired outcomes. Leverage your own manager's support and sponsorship when needed.
Managing People	Champion the team at local or departmental meetings or opportunities when asked to do so. Influence a range of known peers, managers and line reports to achieve desired outcomes, utilising push/pull styles. Leverage senior support and sponsorship when needed.
Leading Managers	Proactively champion and represent the needs of the team. Effectively influence colleagues across the organisation, utilising push/pull styles, as well as using techniques such as building rapport and connection, drawing upon powerbases, and interpersonal skills.
Senior Leaders	Influence decision-makers and significant stakeholders from within the organisation across a range of contexts. Advocate for service needs, remaining aware of intervening concerns and contextual factors that may affect this.
Leading the Organisation	Influence behaviour across the organisation through visible role modelling so that people are drawn towards the identified approach. Advocate for Warwick beyond the organisation. Influence and determine policy.

Managing upwards

The ability to appreciate the operating style and preferences of direct and indirect managers, and to flex your own style to appeal to these colleagues, thus maximising the relationship and its effectiveness.

Supervising People	Recognise how best to manage relationships with your own line manager. Flex your own approach to ensure that this relationship is at its best.
Managing People	Appreciate yours and your line manager's operating styles and preferences. Recognise how best to manage the relationship with

	your line manager. Flex your own approach to ensure that this relationship is at its best.
Leading Managers	Manage the relationship with your own line manager so that it is maximised. Be attentive to and conversant with your own preferences and flex your own style with readiness. Manage the relationship with those in more senior roles whom you indirectly report into and with whom you have regular contact.
Senior Leaders	Manage the relationships with your direct and indirect managers so that they are maximised. Be attentive to and conversant with your own preferences and flex your own style with readiness. Support others to adopt this approach.
Leading the Organisation	Manage the relationships with your direct and indirect managers so that they are maximised. Quickly and productively build rapport with your managers, and role model a flexible and adaptive style. Support and encourage others to adopt this approach.

Networking

The ability to build connections with a diverse range of colleagues within and beyond the organisation, and to use this network to share expertise, to gain a wider perspective, or to expedite activities with senior sponsorship.

Supervising People	Begin to develop connections within the organisation, including peers and staff within your team/department. Draw upon them to expedite activity and share best practice.
Managing People	Begin to develop a network of connections within the organisation, including peers and staff within your team/department. Draw upon them to sense check ideas, support initiatives, and share best practice and experience.
Leading Managers	Develop a network of connections beyond the immediate team, which could include those in parallel roles across the organisation. Build up this network through introductions to relevant colleagues, and maintain these connections thereafter. Tap into lines of influence and interest to get things done expeditiously, or to gain buy in or sponsorship.
Senior Leaders	Foster a wide and diverse network within and beyond the organisation of individuals who can provide guidance, insight, or differing perspectives, and where this can be reciprocated by you. Proactively seek out connections through personal and professional networks, aiming to diversify your connections for richness of perspective.
Leading the Organisation	Maximise a wide network of connections who are able to provide a counterpoint to or expansion of your thinking, as well as to influence policy and governance. Ease initiatives through leveraging contacts' interests and influence.

Resilience

The ability to respond to and deal positively with challenging situations and circumstances.

Supervising People	Respond positively to localised or short-term instances of challenge and setbacks. Respond positively to change, deal with stress.
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Managing People	Show the ability to deal with localised or short-term instances of challenge and setbacks in a productive manner. Adapt effectively and willingly to change, deal with stress.
Leading Managers	Deal with adverse situations of some complexity or with challenging stakeholder feedback. Course correct when things go wrong.
Senior Leaders	Support others with developing their own resilience, as well as demonstrating the ability to overcome complex or long-term setbacks and challenges.
Leading the Organisation	Understand how to create and sustain a healthily resilient culture. Contribute to organisational resilience and role model personal resilience.

Shaping culture

Dealing constructively with conflict

The ability to avoid, handle and defuse conflict, reaching mutually-acceptable resolutions to charged situations.

Supervising People	Handle conflict or difficult situations calmly and identify a productive way forwards.
Managing People	Handle conflict or difficult situations calmly and contribute towards finding a productive and mutually agreeable way forwards.
Leading Managers	Support others within local reach to resolve conflict and build trust so as to avoid difficult situations escalating. Support others in generating their own resolutions.
Senior Leaders	Enable others to resolve conflict. Intervene only in particularly complex or difficult instances of conflict, or those with wide-reaching implications.
Leading the Organisation	Support other leaders and managers with de-escalating conflict. Anticipate and mitigate potential points of conflict.

Developing an inclusive and effective team dynamic

The ability to create an atmosphere of mutual trust, accountability and transparency within the organisation, challenging any behaviours that run counter to this.

Supervising People	Be open and approachable within the team. Hold yourself accountable. Be visible and present within the team and for individuals at their point of need. Build trust with team members. Use positive microaffirmations.
Managing People	Be open and approachable within the team and more widely. Hold yourself accountable. Be visible and present within the team and for individuals at their point of need. Build trust with line reports, and understand how to build it. Use positive microaffirmations.
Leading Managers	Hold others and yourself to account within your direct areas of responsibility. Be visible and present within the department and for team members at their point of need. Contribute to building trust within the wider team, both with your own direct reports and amongst peers. Use positive microaffirmations and challenge microincivilities.
Senior Leaders	Role model and encourage others to take responsibility and hold themselves to account by doing this yourself. Be visible and present across the organisation. Foster a culture of trust within the organisation, encouraging others to build relationships predicated on trust. Use positive microaffirmations and challenge microincivilities, and equip others with the ability to do so.
Leading the Organisation	Visibly role model, at organisational level, transparency and openness. Hold selves and others to account. Be visible and present across the organisation and beyond. Foster a culture of trust and inclusion within the organisation, and role model what this should look like. Contribute towards building an institutional atmosphere of psychological safety.

Handling difficult conversations productively

The ability to willingly and meaningfully engage in productive conversations and sensitive topics, with a view to resolving the issue through support and respect.

Supervising People	With access to supporting resources, handle a localised range of typical conversation topics, potentially relating to interpersonal dynamics, performance, or employee wellbeing. Signpost support accordingly.
Managing People	With access to supporting resources, handle a range of conversation topics, potentially relating to interpersonal dynamics, performance, or employee wellbeing. Signpost support accordingly. Feel confident to deal with localised issues
Leading Managers	Handle productive conversations with increasing fluency. Know when or where to escalate issues elsewhere. Be willing to broach difficult conversations with a range of colleagues.
Senior Leaders	Handle productive conversations with dexterity, working across a wide range of staff from different departments and of varying grades. Maintain integrity, reputation and good relationships whilst handling a challenging or difficult issue, ensuring that negative impacts or outcomes are mitigated.
Leading the Organisation	Handle politically sensitive conversations and difficult issues with adeptness and the ability to maintain excellent working relationships across senior groups with varied interests.

Thinking strategically and holistically

Communicating, cascading and interpreting decisions and information

The ability to create, interpret, share or sponsor institutional messages, information and decisions at a local level to ensure effective buy-in and realisation.

Supervising People	Cascade messages and local communications to the team as provided by your managers. Share key information with your manager about your team's activity.
Managing People	Cascade messages and institutional communications to the team as provided by your managers. Share key information to immediate contacts about your team's activity, ensuring that information is accessible to and understood by all.
Leading Managers	With support, craft and share messages around decisions and information, localising and contextualising as appropriate so that it is interpreted and therefore meaningful at team level. Communicate your own decisions to the team and to identified key stakeholders.
Senior Leaders	Interpret organisational-level and strategic information and decisions at team and departmental levels, ensuring appropriate cascade and that the message has resonance and therefore gains buy-in from departments, teams, and individuals. Champion institutional messages at departmental level. Ensure information and communications flow up, down and across the organisation.
Leading the Organisation	Sponsor institutional-level messages and directives, adopting an engaging and inspiring style that obtains buy-in. Ensure senior colleagues are fully briefed and are equipped to respond to any queries. Communicate beyond the organisation on its behalf when requested, liaising with the Comms Team.

Developing clear and consistent processes

The ability to create and optimise clear processes that can be uniformly and equitably applied, leading towards the actualisation of ambitious deliverables.

Supervising People	Within your own team, use established processes that clearly set out expectations, steps and deliverables. Ensure they are applied equitably, and are accessible.
Managing People	Within your own team, create processes that clearly set out expectations, steps and deliverables. Ensure they can be applied equitably, and are transparent and accessible.
Leading Managers	Create processes for initiatives within the team or for other significant projects or pieces of work. Ensure they can be clearly understood and followed accurately. Co-author processes with a diverse range of contributors. Ensure consistency of approach across processes and that they encourage diversity and inclusion throughout.
Senior Leaders	Utilise best practice to develop organisational-level processes and policies that either ensure or advance our organisational reputation. Ensure the expectations and deliverables are clear, and whilst ambitious, they should be achievable. Enable others to adopt this approach and write their own processes. Maintain

	oversight to ensure that all processes are consistent and optimised.
Leading the Organisation	Consider the processes required at organisational level, ensuring that best practice is embedded or created through out approach. Ensure processes are accessible, relevant and equitable. Approve and give feedback on existing processes, or take corrective measures when processes are not optimised.

Leading and managing change

The ability to identify, plan and implement sustainable change initiatives and to manage and support those affected by such changes in order to realise defined benefits.

Supervising People	Demonstrate a positive attitude towards change, and a willingness to engage productively with changes that are required.
Managing People	Role model a positive attitude toward change, and demonstrate a willingness to engage with wider change initiatives and embed those changes in your team. Initiate small-scale change projects at team level by identifying the reasons for change. With support, manage the change process. Be aware of how your team are reacting to change and support them through the change and transition period.
Leading Managers	Plan and deliver change at a local level, ensuring that the change is embedded. Identify the reasons for change and the expected benefits. Manage the change process. Respond to and manage resistance and emotional responses to change, and support your team through this.
Senior Leaders	Plan, lead and deliver significant or strategic change projects and programmes, and act as a champion for change. Apply a range of change methodologies, and create the conditions for successful and sustainable change. Anticipate areas of resistance or risk, and deploy mitigation strategies. Evaluate the effectiveness of change through benefits realisation.
Leading the Organisation	Initiate, plan and lead organisational change and transformation programmes that bring about significant benefits. Convey this change to senior colleagues and stakeholders. Empower others to deliver sustainable and effective change. Evaluate the effectiveness of a range of related change programmes through benefits realisation.

Seeing the bigger picture to build and strengthen our position

The ability to identify internal and external factors that influence and affect the organisation, and to engage in benchmarking, horizon-scanning and partnership building activities that ensure we remain sector leading.

Supervising People	Be aware of connections between your own team and others within your area/department.
Managing People	Be aware of connections between your own team and others within your department. Understand shared and competing internal interests.
Leading Managers	Be aware of connections and interdependencies across departments and faculties. Understand intervening factors that

	influence us internally. Engage in service benchmarking to ensure we are maintaining our position. Work with political awareness.
Senior Leaders	Be aware of external factors (such as those that might appear in a PESTLE analysis) and support the organisation with responding to these. Engage in benchmarking and horizon scanning activities to ensure we retain and enhance our position in new and established ways.
Leading the Organisation	Identify emerging trends and ensure that Warwick contributes to and engages with those that could be innovatively applied to the organisation, or where there is potential for us to be sector leading. Look beyond the sector for best practice, fruitful partnerships and global connections.

Setting a strategy and provide direction

The ability to state and define the purpose, direction and overall plan for achieving the vision of the team, department and organisation, and to enable these elements to be progressed and achieved.

Supervising People	At a high level, understand the purpose and contribution of the team in relation to the department and organisational priorities and overall strategies.
Managing People	Define and identify the purpose and contribution of the team in relation to the department and organisational priorities and overall strategies. Ensure the team understand this and are able to articulate it.
Leading Managers	Input to and shape local and departmental strategies, and proactively embed and champion organisational initiatives. Know the organisation's goals and vision, and how they will be achieved through the work of the team. Engage colleagues in the vision and its achievement.
Senior Leaders	Develop, embed and monitor the progress of institutional-level strategies and support colleagues to action these. Work and plan for the medium term. Engage and inspire colleagues in the vision and its achievement.
Leading the Organisation	Define the organisation's direction of travel and lead on long-term planning, bridging across internal areas and external sectors. Ensure sustainability of progress towards an aspirational vision. Cascade institutional imperatives and ambitious targets. Engage and inspire colleagues in the vision and its achievement.

Working with awareness of Warwick

The ability to recognise the connections between teams, departments and areas within the University and how these interact and are navigated.

Supervising People	Be aware of how individuals' roles fit within the team structure, how the team fits with the department, and how the department connects to the University. Know the purpose of the department/area at a high level.
Managing People	Understand and be aware of where individuals' roles interface within the team and across the department. Know the purpose and position of the team in line with the organisational structure and strategy. Be responsive to changes in the environment.

Leading Managers	Begin to appreciate the interdependencies and connections between your own and others' teams across the department, and where there are touchpoints and contingencies. Know how to navigate these through liaising with key contacts, planning, and building good relationships. Adapt quickly and with agility.
Senior Leaders	Be aware of where and how other teams' areas, processes and projects interface with your own, and demonstrate awareness of the interconnections across areas and programmes. Know how to navigate these through liaising with key contacts, planning, and politically astute behaviour. Foster a collaborative approach to ensure a seamless approach to cross-functional initiatives. Plan ahead and adapt with agility.
Leading the Organisation	Anticipate and enact organisational agility and consider how to instil this in others. Define, scope and position institutional-level programmes of work and initiatives, having considered how they may impact across various areas of the organisation and how they might influence reputation.