LDF Development needs analysis – self-assessment exercise

This questionnaire is designed to help select the most appropriate development for you. Please answer all the questions as fully as possible as this will enable appropriate development opportunities to be identified to support you in future potential roles.

**Professional behaviours**

The Development Needs Analysis highlights behaviour patterns that distinguish effectiveness. By prioritising behaviours for you to develop, we can identify appropriate skills development that will help you to be effective in other potential roles. The framework is adapted from the AUA CPD Framework. It enables you to analyse your behaviour in a range of situations and clearly identify areas for development. You can use it to:

* Identify the behaviours that are relevant to your current job
* Identify your personal CPD needs
* Identify ways to build on and maximise your existing strengths
* Seek structured feedback from others
* The behaviours have been mapped to LJMU’s Values and are applicable to all roles at all career stages.

**Please note:**

* The behaviours are not the tasks associated with a particular job
* They identify *how* an individual does the job
* The behaviours are universal across all roles, though some are more important in some jobs than others
* The behavioural framework is designed to clarify what individuals can do to develop in their jobs and to deliver strategic plans
* It does not assume that these are the only effective behaviours
* The behaviours offer a positive self-assessment and reflective exercise

**Each behavioural group is divided into two aspects:**

**Self:** behaviours that may be observed whatever the working situation

**Others:** behaviours that may be observed when interacting with and influencing others, or when managing colleagues

**Instructions:**

Please consider your responses in relation to your current role.

**Rate** **each section from 1-5** where: 1 = **Low priority** for improvement 5 = **High priority** for improvement

**Confidentiality:**

The results will inform development activities organised by the LDF in order to support you in potential roles.

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| **Managing self and personal skills**  | **Self** | **Others** |
| Being aware of own behaviour and mindful of how it impacts on others, enhancing personal skills to adapt professional practice accordingly.  | * Managing workload and making effective use of time
* Being well prepared for meetings and presentations
* Demonstrating an awareness of own values, motivations & emotions
* Keeping up to date with what is happening in professional area
* Speaking and writing by using clear succinct language
* Showing consistency between words and actions
 | * Accepting and demonstrating personal responsibility for health and safety, data protection and other compliance areas
* Giving and receiving constructive feedback as part of normal day-to-day work activity
* Developing and maintaining personal networks of contacts
* Ensuring own behaviour, words and actions support a commitment to equality and diversity
* Chairing meetings effectively, ensuring everyone has an opportunity to contribute
* Getting the best from others through effective communication
* Managing own response when faced with challenging situations
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|  | **RATING 1 2 3 4 5** | **RATING 1 2 3 4 5**  |
| **Delivering excellent service**  | **Self** | **Others** |
| Providing the best quality to external and internal clients. Building genuine and open long-term relationships in order to drive up service standards. | * Delivering what you promise
* Setting appropriate boundaries and managing expectations
* Being clear about where you can be flexible and where you cannot and why
* Being up to date with best practice in the sector
* Engaging positively with quality assessment processes
 | * Seeing things from your colleagues viewpoint
* Listening, questioning and clarifying in order to understand your colleagues needs
* Using student feedback to drive improvements
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|  | **RATING 1 2 3 4 5**  | **RATING 1 2 3 4 5**  |
| **Finding solutions**  | **Self** | **Others** |
| Taking a holistic view and working enthusiastically to analyse problems and to develop workable solutions. Identifying opportunities for innovation.  | * Taking time to understand and diagnose problems by considering the whole picture
* Suggesting and trying out new approaches
* Identifying risks and considering consequences of failure in advance
* Working proactively and taking initiative
* Making decisions and taking responsibility for them
 | * Supporting others to find their own solutions rather than giving all the answers
* Fostering a culture which encourages people to take acceptable risks in pursuing innovation
* Coaching and guiding others in developing and implementing innovative solutions
* Sharing learning and experience to facilitate others’ decision making
* Seeking input from others to develop team solutions
* Championing business cases and plans for ideas submitted by members of the team
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|  | **RATING 1 2 3 4 5**  | **RATING 1 2 3 4 5**  |
| **Embracing change**  | **Self** | **Others** |
| Being open to and engaging with new ideas and ways of working. Adjusting to unfamiliar situations, shifting demands and changing roles.  | * Accepting that change is an integral part of life
* Displaying open mindedness to new ideas and proposals
* Demonstrating a willingness to do things differently
* Making suggestions for improvement
* Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice
* Viewing change situations as opportunities for improving and developing work
* Remaining positive about moving forward despite being realistic about the difficulty of change
* Demonstrating that ‘the way things are done here’ does not limit you
* Challenging the status quo in a constructive way
 | * Seeking a diversity of perceptions
* Encouraging others to initiate and embrace change
* Encouraging experimentation and new ways of working
* Providing ongoing support and encouragement to others who are developing and testing ideas
* Articulating the purpose of change and the context within which change is happening
* Adapting approach to respond to changes outside of organisation
* Communicating change in a positive manner through influencing and persuasion
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|  | **RATING 1 2 3 4 5**  | **RATING 1 2 3 4 5**  |

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| **Using resources effectively** | **Self** | **Others** |
| Identifying and making the most productive use of resources including people, time, information, networks and budgets.  | * Influencing outcomes when bidding or negotiating for resources
* Aggregating, utilising and interpreting management information
* Making use of information and resources gained through personal networks
* Recognising that time is cost and adjusting behaviour accordingly
 | * Liaising with external bodies, suppliers and other HE bodies
* Identifying the information and knowledge people need and why they need it
* Drawing on others’ knowledge, skills and experience
* Liaising outside of immediate work area to maximise use of resources within the organisation
* Deploying human resources efficiently, at the right levels and in appropriate ways
* Delegating appropriately
* Considering costs as part of the equation when planning development activity
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|  | **RATING 1 2 3 4 5**  | **RATING 1 2 3 4 5**  |
| **Working together**  | **Self** | **Others** |
| Working collaboratively with others in order to achieve objectives.  Recognising and valuing the different contributions people bring to this process.  | * Demonstrating that you value differences
* Monitoring and reviewing the effectiveness of working relationships
* Having a good grasp of where your responsibility ends and that of others begins
* Presenting own opinions and the interests of those you are representing at meetings in a convincing way
 | * Co-operating willingly to support the achievement of team goals
* Using understanding of other people’s perspectives to help reach agreement
* Sharing information and keeping others informed
* Recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders
* Proposing and negotiating win-win solutions
* Surfacing conflicts early so that they may be addressed
* Ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working
 |
|  | **RATING 1 2 3 4 5**  | **RATING 1 2 3 4 5**  |
| **Achieving results**  | **Self** | **Others** |
| Consistently meeting agreed objectives and success criteria. Taking personal responsibility for getting things done.  | * Taking personal responsibility for getting things done
* Maintaining a high standard of work even when under pressure
* Incorporating flexibility into plans and adjusting them in light of developments
* Keeping track of a number of projects running simultaneously
* Distinguishing between important and urgent tasks and prioritising effectively, even from apparently equal demands
* Meeting deadlines Being knowledgeable about key players who will influence the work you do
 | * Taking time to celebrate successes
* Winning support of key colleagues and other stakeholders
* Sharing the credit with others
* Being effective in gaining buy-in without having any direct authority
* Monitoring progress and providing regular updates
* Recognising others’ contribution to the achievement of objectives
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|   | **RATING 1 2 3 4 5** | **RATING 1 2 3 4 5**  |