

Competency Framework

	Emerging	Developing	Performing	Transforming
Innovation spread and adoption	<ul style="list-style-type: none"> Open to new ways of thinking about spread and adoption of innovative products and practices. Eager to grow and curious about understanding needs within system/organisation and how innovation can meet challenges. Interested in exploring innovation spread methodologies through the organisational / system landscape 	<ul style="list-style-type: none"> Understands the context of innovation spread and adoption within wider organisational and system needs. Acknowledges risk and failure as inherent in innovation pathway. Asks questions to drive practice. Considers proportionate risk and takes steps to optimise conditions for innovation activity within own field. 	<ul style="list-style-type: none"> Feedback from experimenting and learning from efforts to inform new ways of thinking about innovation adoption and spread. Demonstrates courageous and collaborative action, driven by a clear need. Displays system thinking and understands drivers and constraints for implementing innovation at pace and scale. 	<ul style="list-style-type: none"> Leads a community at scale to develop individual and systemic capacity for transformative change through understanding challenges and identifying evidence-based innovation for spread and adoption. Confidently models and champions divergent thinking, dynamic strategy, and moving to action.
Leadership and culture	<ul style="list-style-type: none"> Explores own/organisational values to understand and establish alignment. Has an awareness of self and impact of behaviours on effectiveness. Explores own prejudices to understand impact, seeks support to gain clarity of purpose in the work they do though inviting feedback. Understands growth mind-set and psychological safety as ways of being. 	<ul style="list-style-type: none"> Open minded, curious, encourages learning. Demonstrates a lack of defensiveness in self and others. Is brave in pursuit of goals and constructively challenges. Creates conditions for psychological safety and can learn from failures as well as celebrate success. Undertakes restorative practices to maintain resilience. 	<ul style="list-style-type: none"> Builds trust, involves communities, embraces equity and diversity, actively seeks feedback, works across agencies to create shared goals. Possesses consistent and clear vision, sees problems as opportunities to learn Supports others to develop, provides opportunities for others to solve problems, is supportive and agile. Facilitates restorative practices and resilience building. 	<ul style="list-style-type: none"> Leads people from different teams/organisations toward shared goals. Able to move from strategic to operational, can influence wider system, navigates complexity, understands vision beyond own organisation, politically aware and builds strategic relationships and alliances, able to articulate mission and purpose with clarity.
Goal setting, monitoring and evaluation	<ul style="list-style-type: none"> Understands drivers for project. Understands project and programme methodology. Can articulate basics of finance processes, can identify leads for HR/finance processes, clarifies corporate governance systems for reporting. 	<ul style="list-style-type: none"> Articulates explicit, time bound and achievable improvement goals. Uses PMO methodology to manage project progress and finance. Can manage finance and recruitment processes. Reports through governance structures. 	<ul style="list-style-type: none"> Monitors and adjusts change efforts via reflective practice. Collecting and responding to data with exploratory assessment insights and questions. Can motivate teams to progress work. Oversees delivery. Captures lessons learned for future efforts. 	<ul style="list-style-type: none"> Articulates strategic goals, learning and assessment so that others can apply approach to new programmes and projects. Applies evaluation for ongoing system development and maturity.
Evidence based strategy and practice	<ul style="list-style-type: none"> Defines an improvement goal connecting to project outcomes. Identifies project scope and needs. Explores application of QI methodology to project. Can identify sources of best practice approaches to change management. 	<ul style="list-style-type: none"> Selects and applies basic QI tools to explore the context of current state to make transparent for wider system. Seeks to uncover evidence base to measure value. Applies change management approaches. 	<ul style="list-style-type: none"> Determines improvement value and viability using evidence to develop and articulate strategy. Explores wider methods for delivery of systemic change, evaluating outcomes and analysing data. Applies change methods relative to organisation/system context and need. 	<ul style="list-style-type: none"> Fosters others' development in understanding and applying research and evidence-based practices to drive improvement. Articulates, understands gaps in existing research to inform future strategy development.
Communication and relationship management	<ul style="list-style-type: none"> Understands need for change, and feels ready to communicate thoughtfully and develop successful, collaborative relationships. Can build a stakeholder map relevant to change effort. 	<ul style="list-style-type: none"> Articulates purpose and benefit of change effort. Explains evidence-based needs and value for change in messages that spark interest and build critical relationships intended to promote decisive action. 	<ul style="list-style-type: none"> Differentiates and effectively delivers focused messaging to engage stakeholders, engender adoption, advance systemic change drive transformation. 	<ul style="list-style-type: none"> Influences other innovative leaders and builds their capacity to communicate and advocate effectively with stakeholders, navigating communication within diverse power structures.
Digital Integration	<ul style="list-style-type: none"> Seeks to understand benefits of technology and impact on systems. Curious about new technology and tests out application. Can use digital technology and remote working capabilities to manage own professional responsibilities. Explores barriers to digital uptake and use. 	<ul style="list-style-type: none"> Applies digital first approach. Confidently manages remote working tools and technology for work. Can find sources of new digital tools and appraise application to own work area. Can navigate pipeline and curate digital tech and software that can improve pathways. Gathers insights to understand barriers to uptake of digital technology. 	<ul style="list-style-type: none"> Confident in digital first approach to work. Engages to remove barriers to digital uptake. Can curate a portfolio of digital approaches for pathway improvement. Collects and uses data from digital to improve and evaluate. Understands importance of culture support for digital transformation at scale and can perform diagnostics. 	<ul style="list-style-type: none"> Leads digital transformation to create new forms of digital technology as a tool for communication and change. Tackles culture change requirements in digital transformation efforts. Inventively connects technology in order to improve outcomes. Uses digital insights to inform strategic direction.