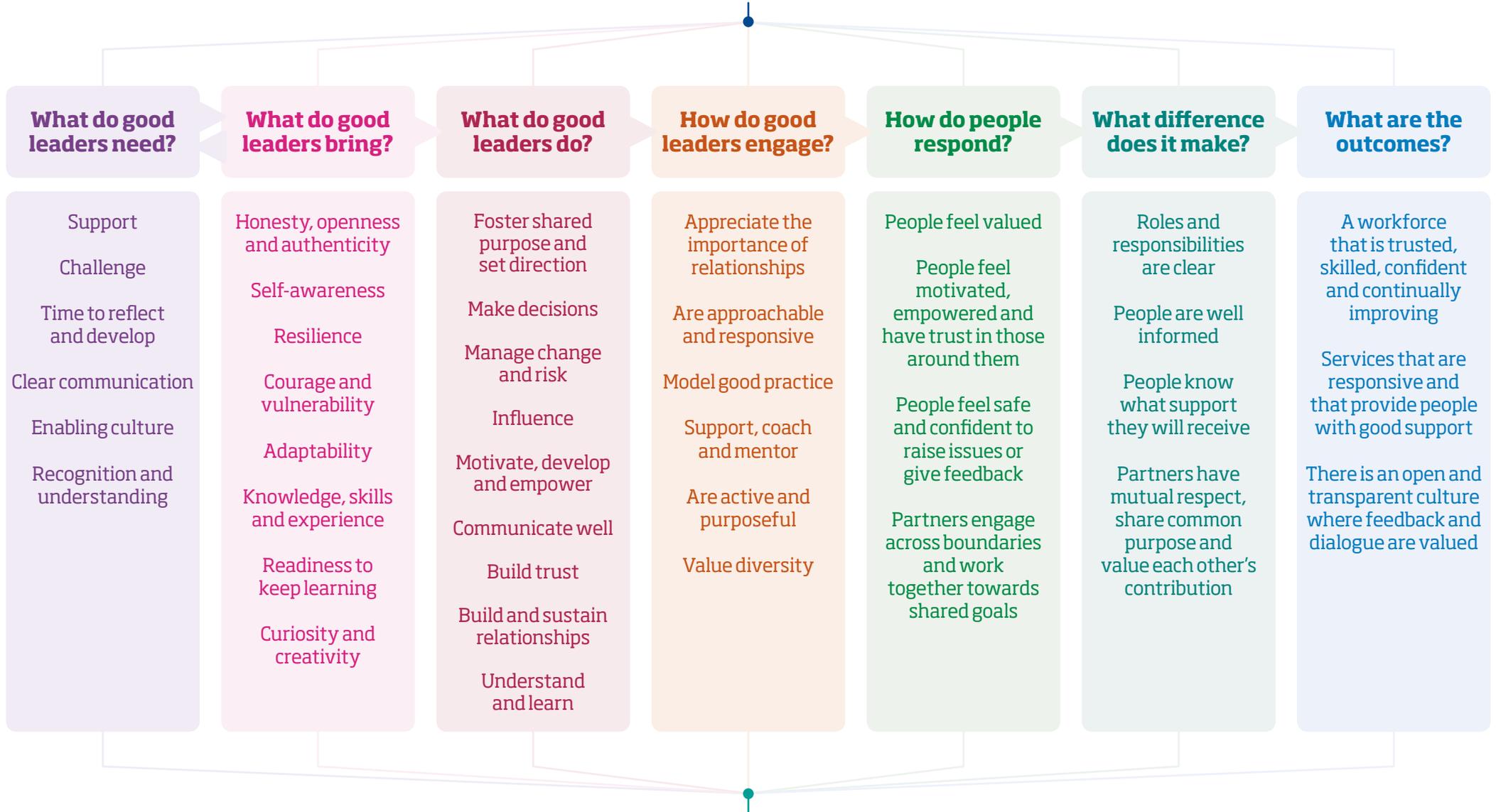## Enablers of good leadership

Strategic vision and expectations are clear and communicated well; people feel supported, valued and respected; atmosphere of openness, trust and good relationships; work and achievements are acknowledged; levels of pay are sufficient to recruit and retain good staff; people have a voice and are treated fairly; responsibility is shared; people are self-aware and there is a culture of reflection, learning and development.

What do good leaders need?	What do good leaders bring?	What do good leaders do?	How do good leaders engage?	How do people respond?	What difference does it make?	What are the outcomes?
Support	Honesty, openness and authenticity	Foster shared purpose and set direction	Appreciate the importance of relationships	People feel valued	Roles and responsibilities are clear	A workforce that is trusted, skilled, confident and continually improving
Challenge	Self-awareness	Make decisions	Are approachable and responsive	People feel motivated, empowered and have trust in those around them	People are well informed	Services that are responsive and that provide people with good support
Time to reflect and develop	Resilience	Manage change and risk	Model good practice	People feel safe and confident to raise issues or give feedback	People know what support they will receive	There is an open and transparent culture where feedback and dialogue are valued
Clear communication	Courage and vulnerability	Influence	Support, coach and mentor	Partners engage across boundaries and work together towards shared goals	Partners have mutual respect, share common purpose and value each other's contribution	
Enabling culture	Adaptability	Motivate, develop and empower	Are active and purposeful			
Recognition and understanding	Knowledge, skills and experience	Communicate well	Value diversity			
	Readiness to keep learning	Build trust				
	Curiosity and creativity	Build and sustain relationships				
		Understand and learn				

Risks or barriers to good leadership

Lack of time for reflection and development; lack of parity and fair terms and conditions; excessive workloads; change fatigue; poor communication; negative or 'blame' cultures; micro management; poor systems and processes; social care devalued in society; lack of vision and direction.