

## LEADERSHIP MATRIX

| LEADERSHIP SKILLS                                                                                                                                                                                                                                                                                                                                            |   | ORGANISATION VEHICLES                    |                                         |   | ORGANISATION CHALLENGES            |   | OUTCOMES                                                                                                                                 |                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------|-----------------------------------------|---|------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <i>Exercising power</i><br><i>Seeing other perspectives</i><br><i>Giving a sense of purpose</i><br><i>Managing risk</i><br><i>Crossing boundaries</i><br><i>Sharing information</i><br><i>Networking</i><br><i>Listening</i><br><i>Facilitating</i><br><i>Asking challenging questions</i><br><i>Communicating</i><br><i>Motivating</i><br><i>Delegating</i> |   | <i>Developing direction and strategy</i> | <i>Creating a learning organisation</i> | → | <i>Vision and strategy</i>         | → | <i>High levels of capacity and expertise</i><br><br><i>Clear authority and legitimacy</i><br><br><i>Strong community leadership</i>      | O<br>R<br>G<br>A<br>N<br>I<br>S<br>A<br>T<br>I<br>O<br>N |
|                                                                                                                                                                                                                                                                                                                                                              |   | <i>Managing change</i>                   | <i>Setting up new structures</i>        | → | <i>People management</i>           | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → | <i>Promoting partnerships</i>            | <i>Creating powerful teams</i>          | → | <i>Communications</i>              | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → |                                          |                                         | → | <i>Public ethics</i>               | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              |   | <i>Establishing networks</i>             | <i>Promoting innovation</i>             | → | <i>Political management</i>        | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → | <i>Fostering diversity and inclusion</i> | <i>Promoting open communications</i>    | → | <i>Service planning and review</i> | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → | <i>Improving processes</i>               | <i>Valuing staff</i>                    | → | <i>Innovation and change</i>       | → | <i>Economic, cultural, social, environmental development</i><br><br><i>Community cohesion</i><br><br><i>High quality public services</i> | C<br>O<br>M<br>M<br>U<br>N<br>I<br>T<br>Y                |
|                                                                                                                                                                                                                                                                                                                                                              |   | <i>Transforming the culture</i>          | <i>Managing performance</i>             | → | <i>Service management</i>          | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → | <i>Benchmarking</i>                      | <i>Creating a dynamic organisation</i>  | → | <i>Resource management</i>         | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              | → |                                          |                                         | → | <i>Working in partnership</i>      | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              |   | <i>Being accountable</i>                 | <i>Managing conflict</i>                | → | <i>IMC</i>                         | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              |   | <i>Promoting public participation</i>    | <i>Ensuring transparency</i>            | → | <i>Citizen participation</i>       | → |                                                                                                                                          |                                                          |
| <b>LEADERSHIP FOUNDATIONS</b><br><hr/> <i>Self-awareness</i><br><i>Mindset</i><br><i>Emotional intelligence</i><br><i>Leadership styles</i><br><i>Personal integrity</i>                                                                                                                                                                                     |   | <i>Delivering public value</i>           |                                         |   | <i>Building alliances</i>          | → |                                                                                                                                          |                                                          |
|                                                                                                                                                                                                                                                                                                                                                              |   |                                          |                                         |   | <i>Community leadership</i>        | → |                                                                                                                                          |                                                          |