

My Leadership Strengths

Sample Development Content

Includes Others

This is a sample of development content from our QPT Premium Report. Development content is tailored according to individual survey responses. Includes Others is one of 16 capabilities in our leadership model.

Development Focus

Includes Others



This section provides information and practical learning advice to support you to develop two of the capabilities in your results: Capabilities that you have identified as important and in need of development.

Definition: 'Creates the environment for everyone to participate'

Creating a safe and respectful environment is important if you want to get the best from others. Being inclusive enables everyone to participate, put forward ideas, ask questions and learn, without fear of ridicule or being ignored. Be aware not to undermine your own authority as a leader by attending to others needs all the time, or focusing exclusively on how the team feel or what they ask for.

This capability is important for success in the following tasks:

- ✓ Establishing a new team or group
- ✓ Facilitating a workshop
- ✓ Chairing a team meeting
- ✓ Problem solving with other people
- ✓ Group business or project planning
- ✓ Dealing with team working issues

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Learn through Self-Reflection

These are helpful for self-analysis and discussion with a coach or manager:

- ✓ Think about your relationship with your team, peers and colleagues. What sort of people do you tend to relate to easily?
- ✓ What are the habits or behaviours of others that make you feel excluded or marginalised? What things do you do that people may view as excluding or marginalising others?
- ✓ How do you establish common interests, and how do you make a deeper connection with people? What can you do to make it easier for others to get to know you?
- ✓ When have you noticed a person feeling uncomfortable or out of place, and what did you do to include them in the activity or process?

Learn by Doing

These are learning activities that you can do on the job:

Encourage diverse thinking: In meetings, think about how you will encourage diverse perspectives. Include an agenda item at the start which gets people to share thoughts, opinions, worries or concerns openly, and underline how valuable it is to get input from everyone.

Reset your assumptions: Seek out a person that you don't work well with, and examine why. What assumptions have you made about their attitude or behaviour e.g. this person is lazy. Make a list of alternative assumptions e.g. this person is unclear about what to do. Change the way you interact with this person in line with your new alternative assumptions. After a few days or weeks, reflect on how your view of that person has changed, and what you have learned from the process.