



Listening

The receiving, retaining and processing of information or ideas

GETTING STARTED

Listening to others

STEP

0

I listen to others without interrupting

STEP

1

I listen to others and can remember short instructions

STEP

2

I listen to others and can ask questions if I don't understand

STEP

3

I listen to others and can tell someone else what it was about

STEP

4

I listen to others and can tell why they are communicating with me

STEP

5

I listen to others and record important information as I do



Listening

The receiving, retaining and processing of information or ideas

INTERMEDIATE

Demonstrating listening

STEP

6

I show I am listening by how I use eye contact and body language

STEP

7

I show I am listening by using open questions to deepen my understanding

STEP

8

I show I am listening by summarising or rephrasing what I have heard



Listening

The receiving, retaining and processing of information or ideas

ADVANCED
Recognising influence

STEP

9

I am aware of how a speaker is influencing me through their tone

STEP

10

I am aware of how a speaker is influencing me through their language



Listening

The receiving, retaining and processing of information or ideas

MASTERY

Listening critically

STEP

11

I listen critically and compare different perspectives

STEP

12

I listen critically and think about where differences in perspectives come from

STEP

13

I listen critically and identify potential bias in different perspectives

STEP

14

I listen critically and use questioning to evaluate different perspectives

STEP

15

I listen critically and look beyond the way speakers speak or act to objectively evaluate different perspectives



Speaking

The oral transmission of information or ideas

GETTING STARTED

Speaking clearly and effectively

STEP

0

I speak clearly to someone I know

STEP

1

I speak clearly to small groups of people I know

STEP

2

I speak clearly to individuals and small groups I do not know

STEP

3

I speak effectively by making points in a logical order

STEP

4

I speak effectively by thinking about what my listeners already know

STEP

5

I speak effectively by using appropriate language

STEP

6

I speak effectively by using appropriate tone, expression and gesture



Speaking

*The oral transmission of
information or ideas*

INTERMEDIATE
Speaking engagingly

STEP

7

I speak engagingly by using facts and examples to support my points

STEP

8

I speak engagingly by using visual aids to support my points

STEP

9

I speak engagingly by using tone, expression and gesture to engage listeners



Speaking

*The oral transmission of
information or ideas*

ADVANCED
Speaking adaptively

STEP
10

I speak adaptively by changing my language, tone and expression depending on the response of listeners

STEP
11

I speak adaptively by planning for different possible responses of listeners

STEP
12

I speak adaptively by changing my content depending on the response of listeners



Speaking

*The oral transmission of
information or ideas*

MASTERY

Speaking influentially

STEP 13

I speak influentially by changing the structure of my points to best persuade the listeners

STEP 14

I speak influentially by changing the examples and facts I use to best persuade the listeners

STEP 15

I speak influentially by articulating a compelling vision that persuades the listeners



Problem Solving

The ability to find a solution to a situation or challenge

GETTING STARTED

Completing tasks

STEP

0

I complete tasks by following instructions

STEP

1

I complete tasks by finding someone to help if I need them

STEP

2

I complete tasks by explaining problems to someone for advice if I need

STEP

3

I complete tasks by finding information I need myself



Problem Solving

The ability to find a solution to a situation or challenge

GETTING STARTED

Exploring problems

STEP

4

I explore problems by creating different possible solutions

STEP

5

I explore problems by thinking about the pros and cons of possible solutions

STEP

6

I explore complex problems by identifying when there are no simple technical solutions

STEP

7

I explore complex problems by building my understanding through research

STEP

8

I explore complex problems by analysing the causes and effects



Problem Solving

The ability to find a solution to a situation or challenge

ADVANCED

Analysing complex problems and solutions

STEP

9

I create solutions for complex problems by generating a range of options

STEP

10

I create solutions for complex problems by evaluating the positive and negative effects of a range of options

STEP

11

I analyse complex problems by using logical reasoning

STEP

12

I analyse complex problems by creating and testing hypotheses



Problem Solving

The ability to find a solution to a situation or challenge

MASTERY

Implementing strategic plans

STEP

13

I implement strategic plans to solve complex problems

STEP

14

I implement strategic plans to solve complex problems and assess their success

STEP

15

I implement strategic plans to solve complex problems and draw out learning to refine those plans over time



Creativity

*The use of imagination and
the generation of new ideas*

GETTING STARTED

Imagining and generating ideas

STEP

0

I imagine different situations

STEP

1

I imagine different situations and can say what I imagine

STEP

2

I imagine different situations and can bring them to life in different ways

STEP

3

I generate ideas when I've been given a clear brief

STEP

4

I generate ideas to improve something

STEP

5

I generate ideas by combining different concepts



Creativity

*The use of imagination and
the generation of new ideas*

INTERMEDIATE

Using creativity and developing ideas

STEP

6

I use creativity in the context of work

STEP

7

I use creativity in the context of my wider life

STEP

8

I develop ideas by using mind mapping

STEP

9

I develop ideas by asking myself questions

STEP

10

I develop ideas by considering different perspectives



Creativity

*The use of imagination and
the generation of new ideas*

ADVANCED
Innovating effectively

STEP

11

I innovate effectively when working in a group

STEP

12

I innovate effectively by seeking out varied experiences and stimuli



Creativity

*The use of imagination and
the generation of new ideas*

MASTERY

Supporting others to innovate

STEP

13

I support others to innovate by sharing a range of tools

STEP

14

I support others to innovate by evaluating the right creative tools for different situations

STEP

15

I support others to innovate by coaching them to be more creative



Staying Positive

The ability to use tactics and strategies to overcome setbacks and achieve goals

GETTING STARTED

Keeping trying

STEP

0

I can tell when I feel positive or negative

STEP

1

I can tell when others feel positive or negative

STEP

2

I keep trying when something goes wrong

STEP

3

I keep trying and stay calm when something goes wrong

STEP

4

I keep trying when something goes wrong, and think about what happened

STEP

5

I keep trying when something goes wrong and help cheer others up

STEP

6

I keep trying when something goes wrong and encourage others to keep trying too



Staying Positive

The ability to use tactics and strategies to overcome setbacks and achieve goals

INTERMEDIATE

Finding opportunities

STEP

7

I look for opportunities in difficult situations

STEP

8

I look for opportunities in difficult situations, and share these with others

STEP

9

I look for opportunities in difficult situations, and adapt plans to use these opportunities

STEP

10

I look for opportunities in difficult situations, and create new plans to use these opportunities



Staying Positive

The ability to use tactics and strategies to overcome setbacks and achieve goals

ADVANCED

Managing risks and rewards

STEP

11

I identify risks and gains in opportunities

STEP

12

I identify risks and gains in opportunities, and make plans to manage them



Staying Positive

The ability to use tactics and strategies to overcome setbacks and achieve goals

MASTERY

Supporting others to stay positive

STEP

13

I support others to stay positive, by managing my own responses

STEP

14

I support others to stay positive, by helping others to see opportunities

STEP

15

I support others to stay positive, by helping others to see opportunities and creating plans to achieve them



Aiming High

The ability to set clear, tangible goals and devise a robust route to achieving them

GETTING STARTED

Working effectively

STEP

0

I know when I am finding something too difficult

STEP

1

I know what doing well looks like for me

STEP

2

I work with care and attention to detail

STEP

3

I work with pride when I am being successful

STEP

4

I work with a positive approach to new challenges



Aiming High

The ability to set clear, tangible goals and devise a robust route to achieving them

INTERMEDIATE

Setting goals

STEP

5

I set goals for myself

STEP

6

I set goals informed by an understanding of what is needed

STEP

7

I set goals, ordering and prioritising tasks to achieve them

STEP

8

I set goals and secure the right resources to achieve them

STEP

9

I set goals and plan to involve others in the best way



Aiming High

The ability to set clear, tangible goals and devise a robust route to achieving them

ADVANCED

Creating plans

STEP

10

I create plans that are informed by my skill set and that of others

STEP

11

I create plans that include clear targets to make progress tangible

STEP

12

I create plans that are informed by external views, including constructive criticism



Aiming High

The ability to set clear, tangible goals and devise a robust route to achieving them

MASTERY

Developing long-term strategies

STEP

13

I develop long-term strategies taking into account strengths, weaknesses, opportunities and threats

STEP

14

I develop long-term strategies that use regular milestones to keep everything on track

STEP

15

I develop long-term strategies that include feedback loops to support flexibility and adaptability



Leadership

Supporting, encouraging and developing others to achieve a shared goal

GETTING STARTED

Understanding emotions

STEP

0

I know how I am feeling about something

STEP

1

I know how to explain my feelings about something to my team

STEP

2

I know how to recognise others' feelings about something



Leadership

Supporting, encouraging and developing others to achieve a shared goal

INTERMEDIATE

Managing tasks

STEP

3

I manage dividing up tasks between others in a fair way

STEP

4

I manage time and share resources to support completing tasks

STEP

5

I manage group discussions to reach shared decisions

STEP

6

I manage disagreements to reach shared solutions



Leadership

Supporting, encouraging and developing others to achieve a shared goal

ADVANCED

Managing and supporting others

STEP
7

I recognise my own strengths and weaknesses as a leader

STEP
8

I recognise the strengths and weaknesses of others in my team

STEP
9

I recognise the strengths and weaknesses of others in my team, and use this to allocate roles accordingly

STEP
10

I support others through mentorship

STEP
11

I support others through coaching

STEP
12

I support others through motivating them



Leadership

Supporting, encouraging and developing others to achieve a shared goal

MASTERY

Adaptive leadership

STEP

13

I reflect on my own leadership style and its effect on others

STEP

14

I reflect on my own leadership style, and build on my strengths and mitigate my weaknesses

STEP

15

I reflect on my own leadership style, and adapt my approach according to the situation



Teamwork

Working cooperatively with others towards achieving a shared goal

GETTING STARTED

Working well with others

STEP

0

I work with others in a positive way

STEP

1

I work well with others by behaving appropriately

STEP

2

I work well with others by being on time and reliable

STEP

3

I work well with others by taking responsibility for completing my tasks

STEP

4

I work well with others by supporting them if I can do so

STEP

5

I work well with others by understanding and respecting diversity of others' cultures, beliefs and backgrounds



Teamwork

Working cooperatively with others towards achieving a shared goal

INTERMEDIATE

Contributing to a group

STEP

6

I contribute to group decision making

STEP

7

I contribute to group decision making, whilst recognising the value of others' ideas

STEP

8

I contribute to group decision making, encouraging others to contribute



Teamwork

Working cooperatively with others towards achieving a shared goal

ADVANCED
Improving a team

STEP

9

I improve the team by not creating unhelpful conflicts

STEP

10

I improve the team by resolving unhelpful conflicts

STEP

11

I improve the team by building relationships beyond my immediate team



Teamwork

Working cooperatively with others towards achieving a shared goal

MASTERY

Influencing a team

STEP

12

I influence the team by reflecting on progress and suggesting improvements

STEP

13

I influence the team by reflecting on progress and suggesting improvements

STEP

14

I support the team by evaluating others' strengths and weaknesses, and supporting them accordingly

STEP

15

I support the team by bringing in external expertise and relationships