

**Finding solutions**

*Taking a holistic view and working enthusiastically to analyse problems and develop workable solutions. Identifying opportunities for innovation.*

**Self**

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| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Taking time to understand and diagnose problems by considering the whole picture |  |  |
| Not always seeking perfection at the expense of a timely solution  |  |  |
| Spotting an opportunity and taking action to do something about it |  |  |
| Working proactively and taking initiatives |  |  |
| Suggesting and trying out new approaches |  |  |
| Identifying risks and considering consequences of failure in advance |  |  |
| Balancing new ideas with tried and tested solutions |  |  |
| Making decisions and takingresponsibility for them |  |  |

**Others**

|  |  |  |
| --- | --- | --- |
| Indicator | How I do/have done this | How I could start/continue to do this |
| Supporting others to find theirown solutions rather than giving all the answers |  |  |
| Fostering a culture whichencourages people to takeacceptable risks in pursuinginnovation |  |  |
| Coaching and guiding others in developing and implementinginnovative solutions |  |  |
| Sharing learning and experience to facilitate others’ decision making |  |  |
| Seeking input from others todevelop team solutions |  |  |
| Championing business cases and plans for ideas submitted by members of the team |  |  |
| Encouraging and developing the creativity of others and recruiting and selecting creative people |  |  |
| Giving people the space andfreedom to be creative |  |  |

**Organisation**

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| Indicator | How I do/have done this | How I could start/continue to do this |
| Being open to and applying good practice and fresh ideas from inside and outside theorganisation |  |  |
| Exercising judgement in line with organisational strategy and priorities |  |  |
| Actively seeking new ideas and approaches from outside the organisation |  |  |
| Identifying and pursuingopportunities to work inpartnership with externalorganisations to generate and develop ideas |  |  |

Examples of behaviours that may indicate a need for further development in finding solutions

* Abdicating responsibility for resolving issues
* Doing things the way they have always been done without reviewing them
* Going for the ‘easy’ solution
* Overlooking the potential repercussions of setting precedents
* Putting obstacles in the way of innovation
* Failing to acknowledge or consider solutions proposed by others