

<b><i>Effectively deployed if</i></b>	<b><i>Dimension</i></b>	<b><i>Unproductive when</i></b>
Colleagues are able to fulfil their roles knowing exactly what is needed and when, with the 'tools' and resources readily available.	<b>Clarity</b>	The level and detail of instruction is out of proportion to the task or becomes micro-management or when explanations don't need to be part of the message.
Colleagues are confident about communicating clearly to the relevant person about issues within their working lives or environment.	<b>Assertion</b>	Statements are made without the possibility of there being an alternative view, no time is afforded for a reasonable response and/ or commentary is offered on another colleague's competence.
Colleagues are ready to listen and consider alternatives (from any source) and willing to contribute freely to improvements.	<b>Open-ness</b>	Positive suggestions are presented as critical evaluation; or the rejection of an idea is taken as a personal slight or closure to further suggestions.
Colleagues are assumed to understand, know and be able to fulfil their responsibilities; colleagues recognise the constructive place for monitoring and evaluating approaches and outcomes.	<b>Trust</b>	Trust is confused with a lack of support, trust is used to justify a lack of clarity or resources; or monitoring becomes viewed as interference and evaluation as assumed criticism.
Colleagues know the extent to which they have flexibility to make decisions about their working practices and are free to make responsible choices.	<b>Permission</b>	The freedom to adapt individual working patterns becomes an opportunity to 'do less'; or judgements are made about other colleague's dedication or diligence on the basis of their choices.
Colleagues apply the highest standards of integrity and judgement within the freedom of their role.	<b>Professionalism</b>	Professional status or position is confused with superiority; or standards are applied to others that are not reflected in our own conduct.
Colleagues are able to regulate their own workload, manage their own pressures, plan for the known demands and accommodate the unexpected demands of their role.	<b>Self-regulation</b>	The opportunity to be 'in control' and the benefits of self-regulation become an excuse to allow others to flounder.
Colleagues are mindful of the well-being of all those around them not escalating pressure or conflict, easing the way to be managed by others, helping others to follow when being led.	<b>Regard for others</b>	Concern for others extends to intrusion; welfare becomes a source of gossip; passivity prevents progress; kindness inhibits challenge; empathy tolerates under-performance.
Colleagues recognise the efforts and contributions of those around them, even when the task or role is routine by saying 'thank you'.	<b>Appreciation</b>	'Thanks' are expressed only in recognition of public or special efforts, or used to flatter the recipient into accepting further demands.
Colleagues respond to challenges with a 'can-do' ethos, differentiating successfully between what can be changed and what is inevitable, and helping others to do the same.	<b>Positivity</b>	Abnormal pressures go unnoticed or unsupported; insensitivity fails to identify and take action on key issues of difficulty.