

Inspiring Shared Purpose



What is it?

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

Why is it important?

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

What is it not?

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Staying true to NHS principles and values

Do they act as a role model for belief in and commitment to the service?

Do they focus on how what they do contributes to and affects patient care or other service users?

Do they enable colleagues to see the wider meaning in what they do?

Proficient

Holding to principles and values under pressure

Do they behave consistently and make sure that others do so even when they are under pressure?

Do they inspire others in tough times by helping them to focus on the value of their contribution?

Do they actively promote values of service in line with NHS principles?

Strong

Taking personal risks to stand up for the shared purpose

Do they have the self-confidence to question the way things are done in their area of work?

Do they have the resilience to keep challenging others in the face of opposition, or when they have suffered a setback?

Do they support their team or colleagues when they challenge the way things are done?

Exemplary

Making courageous challenges for the benefit of the service

Do they have the courage to challenge beyond their remit even when it may involve considerable personal risk?

Do they take the initiative and responsibility to put things right outside their remit if they see others fearing to act?

Leading With Care



What is it?

- Having the essential personal qualities for leaders in health and social care
- Understanding the unique qualities and needs of a team
- Providing a caring, safe environment to enable everyone to do their jobs effectively

Why is it important?

Leaders understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users

What is it not?

- Making excuses for poor performance
- Avoiding responsibility for the wellbeing of colleagues in your team
- Failing to understand the impact of your own emotions or behaviour on colleagues
- Taking responsibility away from others

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Caring for the team

Do they notice negative or unsettling emotions in the team and act to put the situation right?

Do their actions demonstrate that the health and wellbeing of my team are important to them?

Do they carry out genuine acts of kindness for their team?

Proficient

Recognising underlying reasons for behaviour

Do they understand the underlying reasons for their behaviour and recognise how it affects their team?

Can they 'read' others, and act with appropriate empathy, especially when they are different from them?

Do they help their colleagues to make the connection between the way they feel and the quality of the service they provide?

Strong

Providing opportunities for mutual support

Do they care for my own physical and mental wellbeing so that they create a positive atmosphere for the team and service users?

Do they help create the conditions that help their team provide mutual care and support?

Do they pay close attention to what motivates individuals in their team so that they can channel their energy so they deliver for service users?

Exemplary

Spreading a caring environment beyond my own area

Do they take positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams?

Do they share responsibility for colleagues' emotional wellbeing even when they may be junior to them?

Evaluating Information



What is it?

- Seeking out varied information
- Using information to generate new ideas and make effective plans for improvement or change
- Making evidence-based decisions that respect different perspectives and meet the needs of all service users

Why is it important?

Leaders are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement

What is it not?

- Failing to look beyond the obvious
- Collecting data without using it
- Thinking only about your own measures or experience
- Reluctance to look for better ways of doing things
- Using research as a weapon

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Gathering data

Do they collect feedback from service users?

Do they collect and record the essential data for their area of work accurately and on time?

Am they regularly think about ways to do their job more effectively?

Can they see patterns that help them to do things better, more efficiently or with less waste?

Proficient

Scanning widely

Do they look outside their area of work for information and ideas that could bring about continuous improvement?

Do they establish ongoing methods for measuring performance to gain a detailed understanding of what is happening?

Do they spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?

Strong

Thinking creatively

Do they conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?

Do they see the relevance of seemingly unrelated ideas which could be made useful in their area of work?

Do they creatively apply fresh approaches to improve current ways of working?

Exemplary

Developing new concepts

Do they develop strategies based on new concepts, insights, or perceptive analysis?

Do they create improved pathways, systems or processes through insights that are not obvious to others?

Do they carry out, or encourage, research to understand the root causes of issues?

Connecting Our Service



What is it?

- Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact

Why is it important?

Leaders understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively

What is it not?

- Being rigid in your approach
- Thinking about only your part of the organisation
- Believing only your view is the right one
- Thinking politics is a dirty word
- Failing to engage with other parts of the system
- Focusing solely on the depth of your area at the expense of the broader service

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Recognising how my area of work relates to other parts of the system

Do they understand the formal structure of their area of work and how it fits with other teams?

Do they keep up to date with changes in the system to maintain efficiency?

Do they hand over effectively to others and take responsibility for continuity of service provision?

Proficient

Understanding the culture and politics across my organisation

Do they understand the informal 'chain of command' and unwritten rules of how things get done?

Do they know what they need to do and who to go to so that well-judged decisions are made in my organisation?

Do they understand how financial and other pressures influence the way people react in my organisation?

Strong

Adapting to different standards and approaches outside my organisation

Are they connected to stakeholders in a way that helps them to understand their unspoken needs and agendas?

Are they flexible in their approach so they can work effectively with people in organisations that have different standards and approaches from theirs?

Do they act flexibly to overcome obstacles?

Exemplary

Working strategically across the system

Do they build strategic relationships to make links across the broader system?

Do they understand how complex connections across the health economy affect the efficiency of the system?

Do they understand which issues affect decisions across the system so that they can anticipate how other stakeholders will react?

Sharing The Vision



What is it?

- Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting

Why is it important?

Leaders convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in

What is it not?

- Saying one thing and doing another
- Talking about the vision but not working to achieve it
- Being inconsistent in what you say
- Avoiding the difficult messages

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Communicating to create credibility and trust

Are they visible and available to their team?

Do they communicate honestly, appropriately and at the right time with people at all levels?

Are they helping other people appreciate how their work contributes to the aims of their team and the organisation?

Do they break things down and explain clearly?

Proficient

Creating clear direction

Do they help people to see the vision as achievable by describing the 'journey' we need to take?

Do they use stories and examples to bring the vision to life?

Do they clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?

Strong

Making long-term goals desirable

Do they encourage others to become 'ambassadors' for the vision and generate excitement about long-term aims?

Do they find ways to make a vivid picture of future success emotionally compelling?

Do they establish ongoing communication strategies to deal with the more complex and difficult issues?

Exemplary

Inspiring confidence for the future

Do they display confidence and integrity under robust and public criticism?

Do they describe future changes in a way that inspires hope, and reassures staff, patients and the public?

Do they explain controversial and complex plans in a way that different groups can hear, understand and accept?

Engaging The Team



What is it?

- Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service

Why is it important?

Leaders promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members

What is it not?

- Building plans without consultation
- Autocratic leadership
- Failing to value diversity
- Springing ideas on others without discussion

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Involving the team

Do they recognise and actively appreciate each person's unique perspectives and experience?

Do they listen attentively to their team and value their suggestions?

Do they ask for contributions from their team to raise their engagement?

Proficient

Fostering creative participation

Do they ask for feedback from their team on things that are working well and things we could improve?

Do they shape future plans together with my team?

Do they encourage their team to identify problems and solve them?

Strong

Co-operating to raise the game

Do they enable their team to feed off each other's ideas, even if there is a risk the ideas might not work?

Do they encourage team members to get to know each other's pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched?

Do they offer support and resources to other teams in their organisation?

Exemplary

Stretching the team for excellence and innovation

Do they stretch their team so that they deliver a fully 'joined-up' service, and so give the best value they can?

Do they support other leaders to build success within and beyond my organisation?

Do they create a common purpose to unite their team and enable them to work seamlessly together to deliver?

Do they encourage their team to deliver on the shared purpose, as much as on their individual targets?

Holding To Account



What is it?

- Agreeing clear performance goals and quality indicators
- Supporting individuals and teams to take responsibility for results
- Providing balanced feedback

Why is it important?

Leaders create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service delivery

What is it not?

- Setting unclear targets
- Tolerating mediocrity
- Making erratic and changeable demands
- Giving unbalanced feedback (too much praise or too little)
- Making excuses for poor or variable performance

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Setting clear expectations

- Do they take personal responsibility for their own performance?
- Do they specify and prioritise what is expected of individuals and their team?
- Do they make tasks meaningful and link them to organisational goals?
- Do they make sure individual and team goals are SMART**

**SMART stands for Specific, Measurable, Achievable, Relevant, Timed

Proficient

Managing and supporting performance

- Do they challenge ways of thinking and encourage people to use data to support their business planning and decision making?
- Do they set clear standards for behaviour as well as for achieving tasks?
- Do they give balanced feedback and support to improve performance?
- Do they act quickly to manage poor performance?

Strong

Challenging for continuous improvement

- Do they constantly look out for opportunities to celebrate and reward high standards?
- Do they actively link feedback to the overall vision for success?
- Do they notice and challenge mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain?

Exemplary

Creating a mindset for innovative change

- Do they encourage a climate of high expectations in which everyone looks for ways for service delivery to be even better?
- Do they share stories and symbols of success that create pride in achievement?
- Do they champion a mindset of high ambition for individuals, the team and the organisation?

Developing Capability



What is it?

- Building capability to enable people to meet future challenges
- Using a range of experiences as a vehicle for individual and organisational learning
- Acting as a role model for personal development

Why is it important?

Leaders champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure

What is it not?

- Focusing on development for short-term task accomplishment
- Supporting only technical learning at the expense of other forms of growth and development
- Developing yourself mainly for your own benefit
- Developing only the 'best' people

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Providing opportunities for people development

- Do they often look for opportunities to develop themselves and learn things outside their comfort zone?
- Do they understand the importance and impact of people development?
- Do they build people development into their planning for their team?

Proficient

Taking multiple steps to develop team members

- Do they explore and understand the strengths and development needs of individuals in their team?
- Do they provide development opportunities for other people through experience and formal training?
- Do they look for and provide regular positive and developmental feedback for their team to help them focus on the right areas to develop professionally?

Strong

Building longer-term capability

- Do they explore the career aspirations of colleagues in their team and shape development activities to support them?
- Do they provide long-term mentoring or coaching?
- Do they spot high-potential colleagues or capability gaps in their team and focus development efforts to build on or deal with the situation?

Exemplary

Creating systems for succession to all key roles

- Do they create the conditions in which others take responsibility for their development and learn from each other?
- Do they take a strategic approach to people development based on the future needs of the NHS?
- Do they share in broad organisational development and succession planning beyond their area of work?

Influencing For Results



What is it?

- Deciding how to have a positive impact on other people
- Building relationships to recognise other people's passions and concerns
- Using interpersonal and organisational understanding to persuade and build collaboration

Why is it important?

Leaders are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

What is it not?

- Being insular
- Pushing your agenda without regard to other views
- Only using one influencing style
- Being discourteous or dismissive

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

Engaging with others to convince or persuade

Are they respectful in all circumstances?

Do they listen to different views?

Do they share issues and information to help other people understand their thinking?

Do they develop and present well-reasoned arguments?

Do they avoid jargon and express themselves clearly?

Proficient

Adapting my approach to connect with diverse groups

Do they adapt their communication to the needs and concerns of different groups?

Do they use stories, symbols and other memorable approaches to increase their impact?

Do they check that others have understood them?

Do they create formal and informal two-way communication channels so they can be more persuasive?

Strong

Developing collaborative agendas and consensus

Do they create shared agendas with key stakeholders?

Do they use indirect influence and partnerships across organisations to build wide support for their ideas?

Do they give and take?

Exemplary

Building sustainable commitments

Do they contribute calmly and productively to debates arising from strongly-held beliefs, even when their own emotions have been excited?

Do they build enough support for the idea or initiative to take on a life of its own?

Do they act as an ambassador for my organisation to gain reputational influence by sharing experiences and best practice nationally and internationally?