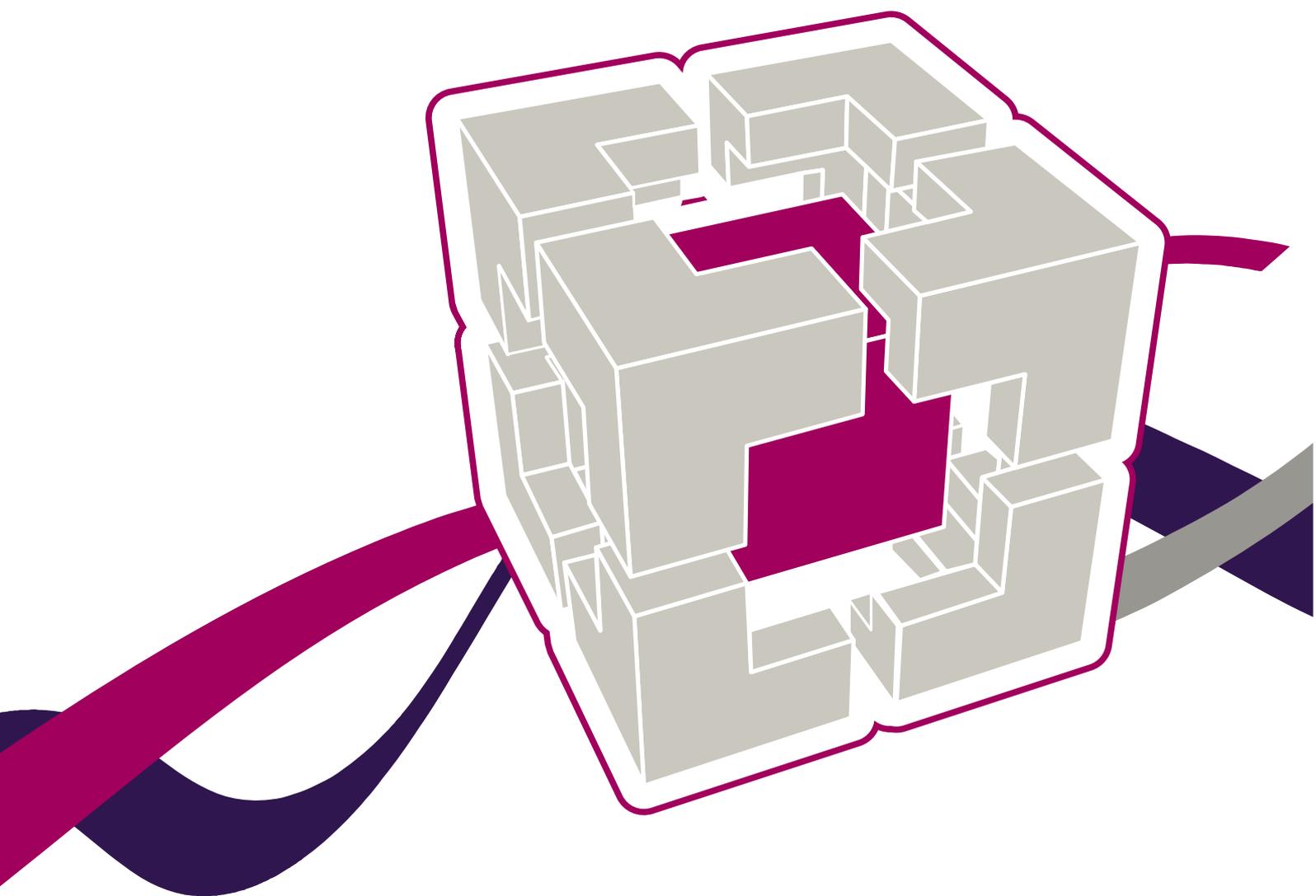


Your Healthcare Leadership Model Self Assessment report

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Tuesday 6 May 2014



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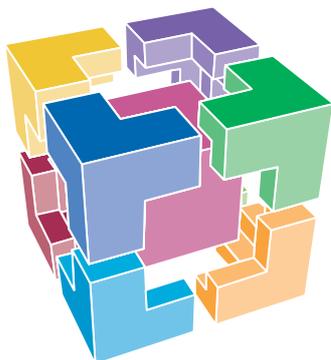
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The purpose of this report is to help develop your work performance and provide you with self-assessment feedback for future leadership development

The Healthcare Leadership Model



The Healthcare Leadership Model is to help those who work in health and care to become better leaders. It is useful for everyone – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.

We want to help you understand how your leadership behaviours affect the culture and climate you, your colleagues, and teams work in. Whether you work directly with patients and service users or not, you will realise what you do and how you behave will affect the experiences of patients and service users of your organisation, the quality of care provided, and the reputation of the organisation itself. The nature and effect of a positive leadership style can be summed up as:

Leadership that emphasises care for staff and high-quality support services



Figure 1 : The nature and effect of a positive leadership style

The importance of personal qualities

The way that we manage ourselves is a central part of being an effective leader. It is vital to recognise that personal qualities like self-awareness, self-confidence, self-control, self-knowledge, personal reflection, resilience and determination are the foundation of how we behave. Being aware of your strengths and limitations in these areas will have a direct effect on how you behave and interact with others, and they with you.

Without this awareness, it will be much more difficult (if not impossible) to behave in the way research has shown that good leaders do. This, in turn, will have a direct impact on your colleagues, any team you work in, and the overall culture and climate within the team as well as within the organisation. Whether you work directly with patients and service users or not, this can affect the care experience they have. Working positively on these personal qualities will lead to a focus on care and high-quality services for patients and service users, their carers and their families.

While personal qualities have not been separately highlighted in the Healthcare Leadership Model, you will find them throughout the various dimensions. It is important to realise that areas identified for development within the model may be as much about how you manage yourself as about how you manage your behaviour and relate to other people.

About this report

Your **Healthcare Leadership Model Self Assessment report** evaluates your self-perception of your leadership behaviour in the workplace. The results give an indication of current performance and provide a platform from which a picture of your strengths and development areas can be built.

The information within this report is treated as confidential to you. However, you may wish to share the report with others, for example your team, but that is completely your own choice.

How to use this report

This report is based on the **Healthcare Leadership Model** which is made up of nine leadership dimensions. Each dimension is presented against five levels of **Performance** (*Insufficient, Essential, Proficient, Strong and Exemplary*). Your **Performance level for each dimension is shown on page 4.**

Your Performance level for each dimension may be compared against the **Importance** rating on each dimension to your job role. **The Importance rating for your job role for each dimension is shown on page 4.**

You may choose to review your Self Assessment report with a colleague such as your line manager, a peer, a coach or someone else you can discuss your development with.

Use the final section of this report to record your reflections, learning and actions.

Next step

Your Self Assessment report is a useful starting point for reviewing your leadership behaviours. However, it is also very valuable to supplement this with feedback from others, such as your line manager, peers and direct reports. This is known as 360 degree feedback enabling you to compare your own ratings against the ratings given to you by others. If you would like to include 360 ratings, return to the online account where you generated this report and select the '360' option.

Your Performance and Importance ratings

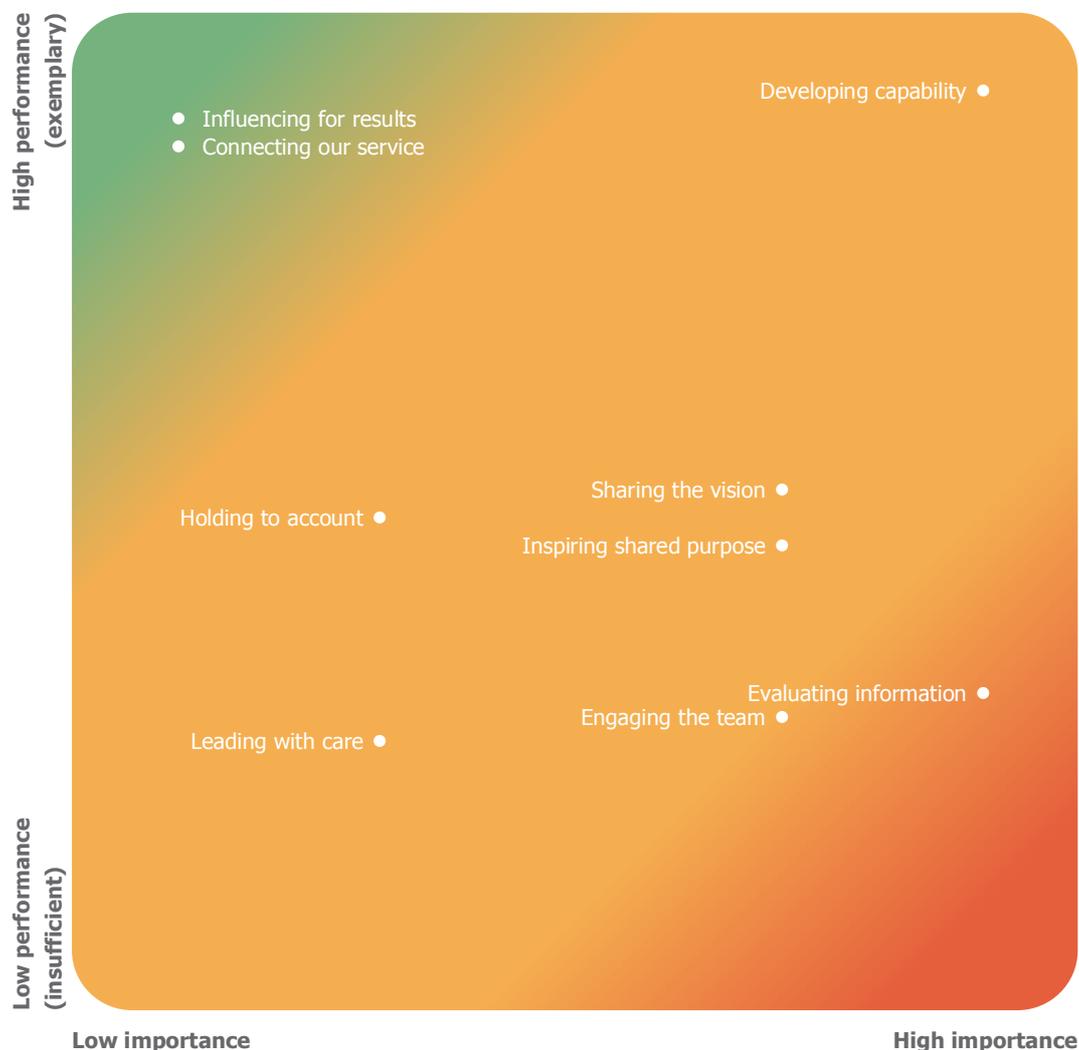
The table below shows your Performance and Importance self-ratings for each of the nine dimensions (shown by a blue dot ●). The ideal is to have a high Performance rating on dimensions that are of high Importance to your job role.



Your Performance versus Importance summary

The table below shows a summary of your Performance versus Importance ratings for each of the nine dimensions.

If you rated yourself low in Performance on dimensions that are of high Importance this is an area of risk (marked in **red**) and you should prioritise your development actions here. If you rated yourself the same in Performance as on Importance this shows appropriate balance (marked in **amber**). If you rated yourself high in Performance on dimensions that are of low Importance this is an area of talent or strength that you currently do not rate as important in your role (marked in **green**) that may be an opportunity worth discussing with your facilitator.



Importance and Performance ratings are based on your self-rating

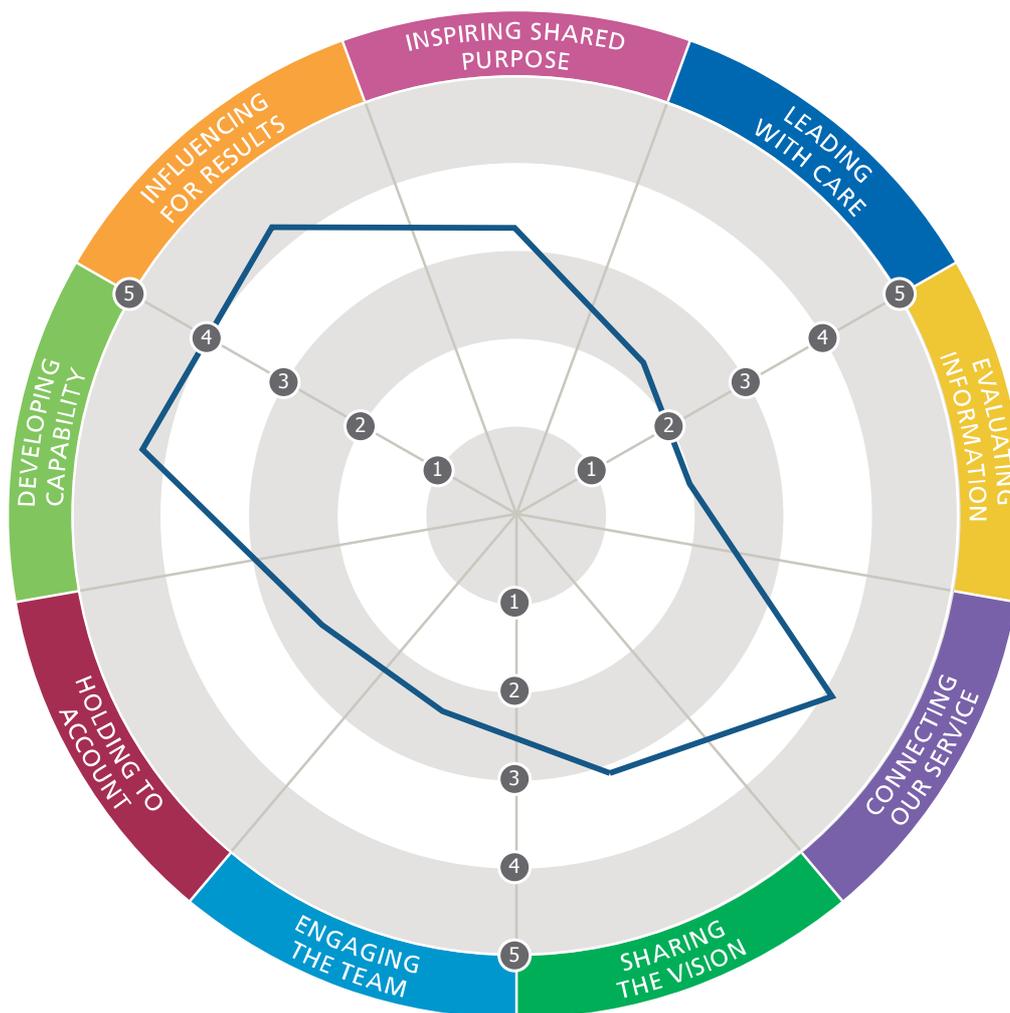
- Opportunity zone
- Balanced zone
- Risk zone

Your Self Assessment overview

The diagram below displays your average self-rating on the nine leadership dimensions of the Healthcare Leadership Model (shown by the blue line —).

All behaviours are rated against a **1** to **5** scale:

- 1** – Rarely (less than 30% of time)
- 2** – Sometimes (30% of time)
- 3** – Frequently (60% of time)
- 4** – Usually (80% of time)
- 5** – Nearly always (95% of time)



Your item analysis

Inspiring shared purpose

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Inspiring shared purpose**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Takes the initiative and responsibility to put things right outside their remit if they see others fearing to act
4	Actively promotes values of service in line with NHS principles
4	Has the self-confidence to question the way things are done in their area of work
4	Has the courage to challenge beyond their remit even when it may involve considerable personal risk
3	Enables colleagues to see the broader meaning in what they do
3	Supports their team or colleagues when they are challenging the way things are done
2	Behaves consistently and makes sure others do so even when under pressure
1	Acts as a role model for belief in and commitment to the service

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

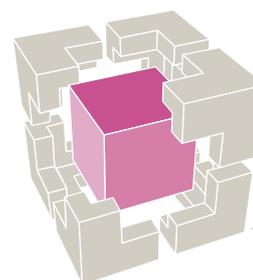
- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

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



Leading with care

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Leading with care**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

4	Demonstrates that the health and wellbeing of their team are important to them
3	Notices negative or unsettling emotions in the team and acts to put the situation right
3	Shares responsibility for colleagues' emotional wellbeing even when they may be junior to those colleagues
2	Understands the underlying reasons for their behaviour and ensures negative feelings do not affect their team
2	Cares for their own physical and mental wellbeing so that they create a positive atmosphere for the team and service users
2	Takes positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams
1	'Reads' others and acts with appropriate empathy, especially when they are different from themselves
1	Creates the conditions that help their team provide mutual care and support

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

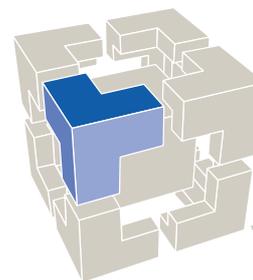
- Having the essential personal qualities for leaders in health and social care
- Understanding the unique qualities and needs of a team
- Providing a caring, safe environment to enable everyone to do their jobs effectively

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



Evaluating information

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Evaluating information**. These are ordered by the self-rating score you gave to each behaviour. Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

3	Looks outside their area of work for information and ideas that could bring about continuous improvement
3	Conducts thorough analyses of data over time, comparing outcomes and trends to relevant benchmarks
3	Creatively applies fresh approaches to improve current ways of working
2	Sees patterns that help them to do things better, more efficiently or with less waste
2	Establishes ongoing methods for measuring performance, to gain a detailed understanding of what is happening
1	Collects and records the essential data for their area of work accurately and on time
1	Creates improved pathways, systems or processes through insights that are not obvious to others
1	Carries out, or encourages, research to understand the root causes of issues

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

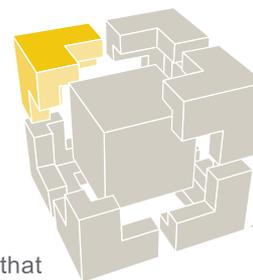
- Seeking out varied information
- Using information to generate new ideas and make effective plans for improvement or change
- Making evidence-based decisions that respect different perspectives and meet the needs of all service users

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
- Ignoring problems by ignoring data
- Using research as a weapon



Connecting our service

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Connecting our service**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Hands over effectively to others and takes responsibility for continuity of service provision
5	Is flexible in their approach so they can work effectively with people in organisations that have different standards and approaches from their own
5	Acts flexibly to overcome obstacles
4	Understands the formal structure of their area of work and how it fits with other teams
4	Understands how financial and other pressures influence the way people react in their organisation
4	Builds strategic relationships to make links across the broader system
3	Knows what they need to do and who to go to so that well-judged decisions are made in their organisation
3	Understands which issues affect decisions across the system so that they can anticipate how other stakeholders will react

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

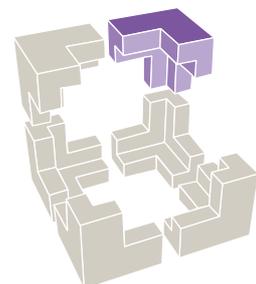
Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact

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



Sharing the vision

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Sharing the vision**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Uses stories and examples to bring the vision to life
5	Displays confidence and integrity under robust and public criticism
4	Describes future changes in a way that inspires hope, and reassures staff, patients and the public
3	Communicates honestly, appropriately and at the right time with people at all levels
3	Encourages others to become 'ambassadors' for the vision and generates excitement about long-term aims
2	Is visible and available to their team
2	Makes a vivid picture of future success emotionally compelling
1	Clearly describes the purpose of the job, the team and the organisation and how they will be different in the future

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

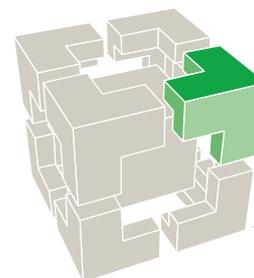
Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting

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



Engaging the team

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Engaging the team**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Asks for feedback from their team on things that are working well and things that could be improved
3	Asks for contributions from their team to raise their engagement
3	Stretches their team so that they deliver a fully 'joined-up' service, and so give the best value they can
2	Shapes future plans together with their team
2	Offers support and resources to other teams in their organisation
2	Supports other leaders to build success within and beyond their organisation
1	Recognises and actively appreciates each person's unique perspectives and experience
1	Encourages team members to get to know each other's pressures and priorities so that they can cooperate to provide a seamless service when resources are stretched

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

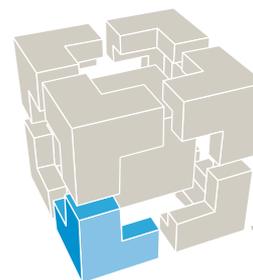
Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service

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



Holding to account

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Holding to account**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

4	Encourages a climate of high expectations in which everyone looks for ways for service delivery to be even better
3	Gives balanced feedback and support to improve performance
3	Notifies and challenges mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain
3	Shares stories and symbols of success that create pride in achievement
2	Takes personal responsibility for their own performance
2	Sets clear standards for behaviour as well as for achieving tasks
2	Constantly looks out for opportunities to celebrate and reward high standards
1	Specifies and prioritises what is expected of individuals and the team

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

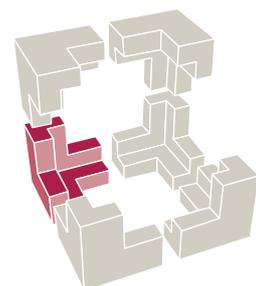
- Agreeing clear performance goals and quality indicators
- Supporting individuals and teams to take responsibility for results
- Providing balanced feedback

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
- Reluctance to change



Developing capability

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Developing capability**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Builds people development into their planning for their team
5	Provides development opportunities for other people through experience and formal training
5	Provides long-term mentoring or coaching
4	Looks for opportunities to develop themselves and learn things outside of their comfort zone
4	Explores and understands the strengths and development needs of individuals in their team
4	Explores the career aspirations of colleagues in their team and shapes development activities to support them
4	Creates conditions in which others take responsibility for their development and learn from each other
3	Shares in broad organisational development and succession planning beyond their area of work

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

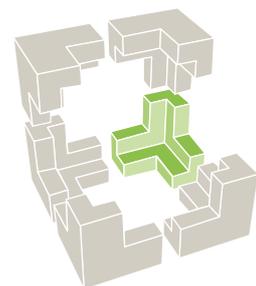
- Building capability to enable people to meet future challenges
- Using a range of experiences as a vehicle for individual and organisational learning
- Acting as a role model for personal development

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



Influencing for results

The table below lists eight of the behaviours for the Healthcare Leadership Model dimensions of **Influencing for results**. These are ordered by the self-rating score you gave to each behaviour.

Your behaviour item scores are also shown for the other eight dimensions on pages 8-15.

Self rating

5	Avoids jargon and expresses themselves clearly
5	Creates shared agendas with key stakeholders
5	Builds enough support for the idea or initiative to take on a life of its own
4	Shares issues and information to help other people understand their thinking
4	Adapts their communication to the needs and concerns of different groups
4	Uses indirect influence and partnerships across organisations to build wide support for their ideas
4	Contributes calmly and productively to debates arising from strongly-held beliefs, even when their own emotions have been excited
3	Creates formal and informal two-way communication channels so they can be more persuasive

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Nearly always

What is it?

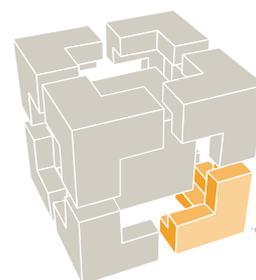
- Deciding how to have a positive impact on other people
- Building relationships to recognise other people's passions and concerns
- Using interpersonal and organisational understanding to persuade and build collaboration

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



Appendix

Your personal development

Answer the questions below to begin mapping out a **personal development plan**.

Your reflections

- What have you learnt or become aware of from reading your Healthcare Leadership Model Self Assessment report?

Your highest scoring items

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your lowest scoring items

- How are areas in which you are less strong limiting or hindering your performance?
- What actions can you take to address your development areas?

Your actions

Action	Support I will need	How I will measure success	By when

Your self assessment report provides you with valuable reflections. You may want to consider sharing this with your line manager or other colleagues who help support your development, as it may provide them with helpful information to assist your development planning.

Following any relevant discussions with colleagues, you may want to update your personal development plan.