Quality Improvement Secretariat

Hospitals & Clinics Unit. DGHS.MOHFW

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The Leadership Framework
Self-assessment tool & Action plan template

Leadership in the health and care services is about delivering high quality services to patients by:

· **Demonstrating personal qualities**
· working with others
· managing services
· improving services
· setting direction
· creating the vision, and
· delivering the strategy.

Service providers will exhibit a range of leadership behaviors across these seven domains dependent on the context in which they operate. It is essential that all service providers are competent in each of the five core leadership domains: **demonstrating personal qualities, working with others, managing services, improving services** and **setting direction**. The other two domains, **creating the vision** and **delivering the strategy**, focus more on the role and contribution of individual leaders.

To help users understand and apply the Leadership Framework each domain is divided into four elements and each of these elements is further divided into four descriptive statements which describe the behaviours all staff should be able to demonstrate.

1. Demonstrating Personal Qualities

Effective leadership requires individuals to draw upon their values, strengths and abilities to deliver high standards of service. To do so, they must demonstrate effectiveness in:

- **Developing self-awareness** by being aware of their own values, principles, and assumptions, and by being able to learn from experiences
- **Managing yourself** by organizing and managing themselves while taking account of the needs and priorities of others
- **Continuing personal development** by learning through participating in continuing professional development and from experience and feedback
- **Acting with integrity** by behaving in an open, honest and ethical manner.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

DEMONSTRATING PERSONAL QUALITIES	A lot of the time	Some of the time	Very little/ None of the time
Developing Self Awareness			
I reflect on how my own values and principles influence my behaviour and impact on others	◯	◯	◯
I seek feedback from others on my strengths and limitations and modify my behaviour accordingly	◯	◯	◯
Managing Yourself			
I remain calm and focused under pressure	◯	◯	◯
I plan my workload and deliver on my commitments to consistently high standards demonstrating flexibility to service requirements	◯	◯	◯
Continuing Personal Development			
I actively seek opportunities to learn and develop	◯	◯	◯
I apply my learning to practical work	◯	◯	◯
Acting with Integrity			
I act in an open, honest and inclusive manner - respecting other people's culture, beliefs and abilities	◯	◯	◯
I speak out when I see that ethics or values are being compromised	◯	◯	◯
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behavior you over rely on and one which might impact negatively on your performance.

2. Working with Others

Effective leadership requires individuals to work with others in teams and networks to deliver and improve services. To do so, they must demonstrate effectiveness in:

- **Developing networks** by working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services
- **Building and maintaining relationships** by listening, supporting others, gaining trust and showing understanding
- **Encouraging contribution** by creating an environment where others have the opportunity to contribute
- **Working within teams** to deliver and improve services.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

	A lot of the time	Some of the time	Very little/ None of the time
WORKING WITH OTHERS			
Developing Networks			
I identify opportunities where working collaboratively with others will bring added value to patient care	◯	◯	◯
I share information and resources across networks	◯	◯	◯
Building and Maintaining Relationships			
I communicate clearly and effectively with others	◯	◯	◯
I listen to and take into account the needs and feelings of others	◯	◯	◯
Encouraging Contribution			
I actively seek contributions and views from others	◯	◯	◯
I am comfortable managing conflicts of interests or differences of opinion	◯	◯	◯
Working within Teams			
I put myself forward to lead teams, whilst always ensuring I involve the right people at the right time	◯	◯	◯
I acknowledge and appreciate the efforts of others within the team and respect the team's decision	◯	◯	◯
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behavior you over rely on and one which might impact negatively on your performance.

3. Managing Services

Effective leadership requires individuals to focus on the success of the organization(s) in which they work. To do so, they must be effective in:

- **Planning** by actively contributing to plans to achieve service goals
- **Managing resources** by knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs
- **Managing people** by providing direction, reviewing performance, motivating others, and promoting equality and diversity
- **Managing performance** by holding themselves and others accountable for service outcomes.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself

	A lot of the time	Some of the time	Very little/ None of the time
MANAGING SERVICES			
Planning			
I use feedback from patients, service users and colleagues when developing plans	◯	◯	◯
I assess the available options in terms of benefits and risks	◯	◯	◯
Managing Resources			
I deliver safe and effective services within the allocated resource	◯	◯	◯
I take action when resources are not being used efficiently and effectively	◯	◯	◯
Managing People			
I support team members in developing their roles and responsibilities	◯	◯	◯
I provide others with clear purpose and direction	◯	◯	◯
Managing Performance			
I analyse information from a range of sources about performance	◯	◯	◯
I take action to improve performance	◯	◯	◯
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

4. Improving Services
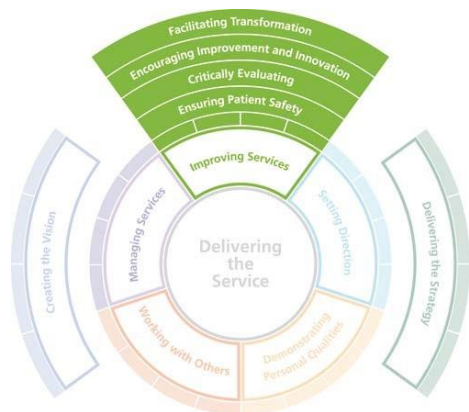
Effective leadership requires individuals to make a real difference to people's health by delivering high quality services and by developing improvements to services. To do so, they must demonstrate effective in:

- **Ensuring patient safety** by assessing and managing risk to patients associated with service developments, balancing economic consideration with the need for patient safety
- **Critically evaluating** by being able to think analytically, conceptually and to identify where services can be improved, working individually or as part of a team
- **Encouraging improvement and innovation** by creating a climate of continuous service improvement
- **Facilitating transformation** by actively contributing to change processes that lead to improving healthcare.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

IMPROVING SERVICES	A lot of the time	Some of the time	Very little/ None of the time
Ensuring Patient Safety			
I take action when I notice shortfalls in patient safety	◯	◯	◯
I review practice to improve patient safety and minimise risk	◯	◯	◯
Critically Evaluating			
I use feedback from patients, carers and service users to contribute to improvements in service delivery	◯	◯	◯
I work with others to constructively evaluate our services	◯	◯	◯
Encouraging Improvement and Innovation			
I put forward ideas to improve the quality of services	◯	◯	◯
I encourage debate about new ideas with a wide range of people	◯	◯	◯
Facilitating Transformation			
I articulate the need for change and its impact on people and services	◯	◯	◯
I focus myself and motivate others to ensure change happens	◯	◯	◯
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

5. Setting Direction

Effective leadership requires individuals to contribute to the strategy and aspirations of the organisation and act in a manner consistent with its values. To do so, they must demonstrate effective in:

- **Identifying the contexts for change** by being aware of the range of factors to be taken into account
- **Applying knowledge and evidence** by gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements
- **Making decisions** using their values, and the evidence, to make good decisions
- **Evaluating impact** by measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

SETTING DIRECTION	A lot of the time	Some of the time	Very little/ None of the time
Identifying the Contexts for Change			
I identify the drivers of change (e.g. political, social, technical, economic, organisational, professional environment)	◯	◯	◯
I anticipate future challenges that will create the need for change and communicate these to others	◯	◯	◯
Applying Knowledge and Evidence			
I use data and information to suggest improvements to services	◯	◯	◯
I influence others to use knowledge and evidence to achieve best practice	◯	◯	◯
Making Decisions			
I consult with key people and groups when making decisions taking into account the values and priorities of the service	◯	◯	◯
I actively engage in formal and informal decision-making processes about the future of services	◯	◯	◯
Evaluating Impact			
I take responsibility for embedding new approaches into working practices	◯	◯	◯
I evaluate the impact of changes on patients and service delivery	◯	◯	◯
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

6. Creating the Vision

Effective leadership involves creating a compelling vision for the future, and communicating this within and across organisations. This requires individuals to demonstrate effectiveness in:

- **Developing the vision** of the organization, looking to the future to determine the direction for the organization
- **Influencing the vision of** the wider healthcare system by working with partners across organizations
- **Communicating the vision** and motivating others to work towards achieving it
- **Embodying the vision** by behaving in ways which are consistent with the vision and values of the organization

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

CREATING THE VISION	A lot of the time	Some of the time	Very little/ None of the time
Developing the Vision for the Organization			
I actively engage with others (including patients and public) to determine the direction of the organization	○	○	○
I take into account the full range of factors that will impact upon the future of health and care services	○	○	○
Influencing the Vision of the Wider Healthcare System			
I look for opportunities to engage in debate about the future of healthcare	○	○	○
I influence key decision makers who determine future government policy that impacts the NHS and its services	○	○	○
Communicating the Vision			
I communicate the vision with enthusiasm and clarity	○	○	○
I take time to build critical support for the vision	○	○	○
Embodying the Vision			
I show confidence, commitment and passion for the vision in my day to day actions	○	○	○
I challenge behaviours, symbols & rituals which are not consistent with the vision	○	○	○
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

7. Delivering the Strategy

Effective leadership involves delivering the strategy by developing and agreeing strategic plans that place patient care at the heart of the service, and ensuring that these are translated into achievable operational plans. This requires individuals to demonstrate effectiveness in:

- **Framing the strategy** by identifying strategic options for the organization and drawing upon a wide range of information, knowledge and experience
- **Developing the strategy** by engaging with colleagues and key stakeholders
- **Implementing the strategy** by organizing, managing and assuming the risks of the organization
- **Embedding the strategy** by ensuring that strategic plans are achieved and sustained.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you

- Total your scores after each domain and reflect on how you have scored yourself

	A lot of the time	Some of the time	Very little/ None of the time
DELIVERING THE STRATEGY			
Framing the Strategy			
I draw on relevant thinking and best practice to inform strategy development	○	○	○
I use an understanding of the history and culture of the organization to create a realistic strategy	○	○	○
Developing the Strategy			
I engage with a wide range of stakeholders when formulating strategic plans	○	○	○
I mitigate uncertainties and risks associated with strategic choices	○	○	○
Implementing the Strategy			
I ensure strategic plans are translated into workable operational plans	○	○	○
I establish clear accountabilities for delivery of all elements of the strategy	○	○	○
Embedding the Strategy			
I help others to overcome obstacles and challenges in delivering the strategy	○	○	○
I monitor progress of the strategic outcomes and make adjustments where necessary	○	○	○
TOTAL			

Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.

Next Steps

Having completed your self assessment, we would encourage you to discuss your results with your team members, mentor or trusted colleague.

Next, you may wish to develop a personal action plan to help you consolidate your development areas. An action plan template is available on the next page.

Hints and tips on action planning

- Define your action plan in SMART terms (Specific, Measurable, Action oriented, Realistic and Time bound). This will help you reach your goals.
- Identify individuals you want to talk to about your action plan and who can help you make it happen.
- Assess potential obstacles and how you might be able to overcome these.
- Think about how you can utilise your strengths to help you reach your goals.
- Identify resources that are available to you or that you will need to obtain in order to achieve your goal e.g. what resources (internal, external) can you draw upon in order to reach your goal?
- Write action steps to help you reach your goal and assign a completion date to each one.
- Set a date to evaluate your progress towards your goal.

IMPORTANT!
If you wish to refer back to this document at any point, please save a copy to your computer or print in the usual way. For confidentiality reasons, the information you have input will not be saved on this website.

Personal Action Plan

Please read the hints and tips on action planning given on page 9 before starting your action plan.

Action Plan - part one

Key strengths	
Please summarise your key strengths Max characters (750)	

Key priorities	
Please summarise your key development needs Max characters (750)	

Action Plan - part one continued

Development Need:	
Reason for choosing Max characters (750)	
Goal Max characters (750) Describe the desired new behaviour in SMART terms	
Benefits Max characters (750) Describe the benefits of reaching this goal	

Action Plan - part one continued

Development Need	
Risks Max characters (750) Outline any risks that might be involved in reaching this goal	**12**
Obstacles Max characters (500) Outline any potential obstacles	
How are you going to over come them? Max characters (500)	

Action Plan - part one continued

Development Need	
Resources/ support needed Max characters (750)	
Where available? Max characters (750)	

Action Plan - part two

Action Steps max characters (1000)	Approach	Target Date
	☐ Experience ☐ Exposure ☐ Education	
	☐ Experience ☐ Exposure ☐ Education	

Review	
When will you review your progress towards your goals? (Please specify a date).	

Ref: www.leadershipacademy.nhs.uk/leadership-development-module

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