

Inspiring shared purpose**Proficient : Holding to principles and values under pressure**

Do I behave consistently and make sure that others do so even when we are under pressure?
Do I inspire others in tough times by helping them to focus on the value of their contribution?
Do I actively promote values of service in line with NHS principles?

Strong: Providing opportunities for mutual support

Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users?
Do I help create the conditions that help my team provide mutual care and support?
Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for service users?

7

Evaluating Information**Proficient: Scanning widely**

Do I look outside my area of work for information and ideas that could bring about continuous improvement?
Do I establish ongoing methods for measuring performance to gain a detailed understanding of what is happening?
Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?

Proficient : Understanding the culture and politics across my organisation

Do I understand the informal 'chain of command' and unwritten rules of how things get done?
Do I know what I need to do and who to go to so that well-judged decisions are made in my organisation?
Do I understand how financial and other pressures influence the way people react in my organisation?

Connecting our Service

(adapted from the NHS Leadership Academy Healthcare Leadership Model, 2013)

Applied Psychology Leadership Profile, TEWV NHS FT, 2015

Sharing the vision**Proficient : Creating clear direction**

Do I help people to see the vision as achievable by describing the 'journey' we need to take?
Do I use stories and examples to bring the vision to life?
Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?

Engaging the team**Proficient : Fostering creative participation**

Do I ask for feedback from my team on things that are working well and things we could improve?
Do I shape future plans together with my team?
Do I encourage my team to identify problems and solve them?

Influencing for results**Proficient: Adapting my approach to connect with diverse groups**

Do I adapt my communication to the needs and concerns of different groups?
Do I use stories, symbols and other memorable approaches to increase my impact?
Do I check that others have understood me?
Do I create formal and informal two-way communication channels so I can be more persuasive?

Holding to account**Proficient : Managing and supporting performance**

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

Developing capability**Proficient: Taking multiple steps to develop team members**

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

(adapted from the NHS Leadership Academy Healthcare Leadership Model, 2013)