

<p><u>Inspiring shared purpose</u></p> <p>Proficient : Holding to principles and values under pressure</p> <p>Do I behave consistently and make sure that others do so even when we are under pressure?</p> <p>Do I inspire others in tough times by helping them to focus on the value of their contribution?</p> <p>Do I actively promote values of service in line with NHS principles?</p>	<p><u>Leading with Care</u></p> <p>Strong: Providing opportunities for mutual support</p> <p>Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users?</p> <p>Do I help create the conditions that help my team provide mutual care and support?</p> <p>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?</p>
7	
<p><u>Evaluating Information</u></p> <p>Proficient: Scanning widely</p> <p>Do I look outside my area of work for information and ideas that could bring about continuous improvement?</p> <p>Do I establish ongoing methods for measuring performance to gain a detailed understanding of what is happening?</p> <p>Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?</p>	<p><u>Connecting our Service</u></p> <p>Proficient : Understanding the culture and politics across my organisation</p> <p>Do I understand the informal ‘chain of command’ and unwritten rules of how things get done?</p> <p>Do I know what I need to do and who to go to so that well-judged decisions are made in my organisation?</p> <p>Do I understand how financial and other pressures influence the way people react in my organisation?</p>

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

<p><u>Sharing the vision</u></p> <p>Proficient : Creating clear direction</p> <p>Do I help people to see the vision as achievable by describing the ‘journey’ we need to take?</p> <p>Do I use stories and examples to bring the vision to life?</p> <p>Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?</p>	<p><u>Engaging the team</u></p> <p>Proficient : Fostering creative participation</p> <p>Do I ask for feedback from my team on things that are working well and things we could improve?</p> <p>Do I shape future plans together with my team?</p> <p>Do I encourage my team to identify problems and solve them?</p>
<p><u>Influencing for results</u></p> <p>Proficient: Adapting my approach to connect with diverse groups</p> <p>Do I adapt my communication to the needs and concerns of different groups?</p> <p>Do I use stories, symbols and other memorable approaches to increase my impact?</p> <p>Do I check that others have understood me?</p> <p>Do I create formal and informal two-way communication channels so I can be more persuasive?</p>	
<p><u>Holding to account</u></p> <p>Proficient : Managing and supporting performance</p> <p>Do I challenge ways of thinking and encourage people to use data to support their business planning and decision making?</p> <p>Do I set clear standards for behaviour as well as for achieving tasks?</p> <p>Do I give balanced feedback and support to improve performance?</p> <p>Do I act quickly to manage poor performance?</p>	<p><u>Developing capability</u></p> <p>Proficient: Taking multiple steps to develop team members</p> <p>Do I explore and understand the strengths and development needs of individuals in my team?</p> <p>Do I provide development opportunities for other people through experience and formal training?</p> <p>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?</p>

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