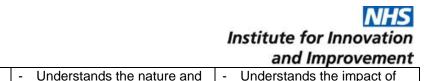


Leadership Indicators

	0	1	2	3
Vision	 Has a narrow range of vision. Fails to think about future consequences of current actions. Pre-occupied with present and operational details. 	 Sees how current service developments fit into the bigger picture. Considers consequences of current actions and impact over short term. Short terms plans (less than 12 months) making the most of current opportunities. 	 Can articulate a compelling vision of the future and implications for local strategy. Takes a longer term view in developing annual plans(12 months+). Anticipates change and takes necessary short term actions to address. 	 Translates vision into action and brings others with them. Takes radical actions consistent with a strategic (24 months+ vision. Stands in the future and frames priorities accordingly.
Understanding and Managing Context	 Fails to make connections and relate things to a wider context. Ignores information from diverse or from standard sources. Is haphazard in scanning for information. 	 Gets out personally to find out what's happening. Open to new information and views from diverse stand points. Accesses local networks for information and to benchmark own organisation. 	 Keeps abreast of national developments in healthcare and encourages others to do likewise. Is adept at moving between detail and the big picture. Accesses national networks to understand context. 	 Reframes existing thinking leading to innovative service improvements and delivery. Makes sense of complex information and makes accessible for others to understand the implications. Translates national context to help shape local context and delivery.
Delivery	 Focuses on too many or the wrong priorities. Continually fire fighting; doesn't apply learning from past situations. Places blame and provides no support for failure. 	 Takes actions that lead to the delivery of set service targets. Shows determination to meet objectives set by others. Provides others with clarity of purpose and goals. 	 Takes actions that lead to quantifiable service improvements. Encourages others to find ways of delivering improved performance. Holds others to account for delivery on what's been agreed. 	 Sets self and others stretching goals, above those required. Overcomes obstacles to achieving goals and uses failure as an opportunity to learn. Intervenes swiftly when performance is slipping.



Emotional Intelligence	 Does not stop to understand own emotions. May lose control in stressful situations. Demonstrates behaviour counter to core values of openness, inclusiveness and honesty. 	 Is aware of own feelings. Remains calm in difficult situations. Behaves consistently with own values and beliefs. 	 Understands the nature and causes of their emotional reaction to situations. Takes conscious steps to manage own emotions and pressure. Role models and promotes the organisation's values. 	 Understands the impact of their emotions on self and on others. Encourages and helps others to deal constructively with pressure. Is prepared to support others who are acting consistently with core values.
Relationship Building	Goes it alone. Fails to involve others or share information. Focuses on a narrow set of relationships and partnerships. Not genuinely interested in understanding needs of others. Reacts defensively to criticism	- Seeks the views of others and works for shared understanding Is aware of the need to establish broader relationship and partnerships, and is taking steps to make this happen Builds co-operative relationships with others and seeks to establish common ground.	Modifies own plans in the light of the expressed needs of internal and external stakeholders. Develops effective interpersonal relationships across and up and down the organisation. Maintains positive expectations of others, even when provoked. Deals constructively with criticism from others.	Strives to create the conditions for successful partnership working in the long term. Actively promotes and role models networking and partnerships as the way of working across and beyond the organisation. Does not hesitate in tackling difficult people issues, in own team or across the wider organisation.
Team + People Development	 Fails to provide clarity and direction, or to lead others to achieve a vision Does not step up to the leadership role Passes the buck when faced with leadership responsibility 	 Acts to build team spirit, so as to promote team effectiveness. Develops team and individuals only to meet short term (< 6 months) needs. Is visible as the leader of the team. Works and communicates effectively with team members. 	 Creates the conditions that enable a team to perform at its best – right structure, processes and roles. Develops team and individuals to meet short term (< 6 months) and medium term (< 2 years) needs. Facilitates whole team interaction. Demonstrates support and respect for team members. 	 Builds multi-disciplinary teams and works well with diversity. Develops individuals for wider organisation, rather than just own function. Supports and facilitates the development of team working skills in others. Employees coaching techniques widely.



Assessment Matrix

	Interview	Case Study Presentation	EQ Questionnaire
Vision	✓ ✓	✓	
Understanding and Managing Context	✓ ✓	✓ ✓	
Delivery	✓ ✓	√	
Emotional Intelligence	✓ ✓	✓	✓ ✓

Key: ✓✓ = Primary Measure

√ = Secondary Measure