

November 12th 2007

Strategic leadership for your local NHS

"Targeting Talent" - Assessment process

Summary

Nominees will undertake an assessment process to determine their fitness and readiness for the development programme.

The assessment process will evaluate the following evidence against the six behaviours identified within Leadership Indicator Matrix:

- past and present leadership performance
- leadership potential
- commitment to maximise and realise learning outcomes at both personal and organisational levels

Participants undertaking the process will be required to put together their evidence in an Integrated Leadership Report to support their nomination.

Integrated Leadership Report

The report should aim to clearly identify evidence of leadership capability and potential. Evidence and commentary should be presented in a way that shows how the *integration* of leadership behaviour, skill and knowledge has resulted in high performance and first class results.

Examples of evidence which may be appropriate could include, but is not restricted to:

- a copy of a strategic plan on which you have led, with supporting documentation including : financial outline, key performance indicators and other metrics related to both implementation and monitoring of the plan, reports, project plans and related outcomes
- publications/presentations
- personal development plan
- testimonials, appraisals
- 360 degree feedback
- details of involvement/outcomes from regional, national roles/networks

The specific format and content of the report will be determined by the individual participant and will count as evidence in the assessment process. We are looking for evidence against the leadership indicators attached so the material you select should provide us with both the breadth and depth of evidence required. The choices you make around the selection of an appropriate format will be used as evidence of capability.

Reports should be emailed to k.lynas@kingsfund.org.uk along with two hard copies to:

K.Lynas
Director of Leadership
King's Fund
11-13 Cavendish Square
London W1G 0AN

By 30th November 2007

Participant/Sponsor interviews

Each participant will be interviewed with their sponsor by either Karen Lynas (King's Fund) or Sally Williams (Frontline). This one hour competence based interview will cover each area of the six meta competencies examining the evidence of previous behaviours, skills and knowledge in each area. In particular the interview will be used to assess whether participants can clearly articulate the personal behaviours, skills and understanding that they bring to their role in shaping, influencing and implementing effective current and future practice across organisations.

The interview will seek self-awareness of leadership strengths and development needs which can be clearly articulated in the presence of the sponsor and which the sponsor demonstrates a commitment to support. The interviews will also allow time to probe any areas of the leadership report which require further examination to secure evidence of competence. The assessment form and a summary of interview performance and leadership report outcome will be compiled by the Kings Fund to present to the presentation panel.

At this stage if any candidate is felt to be below the line, on both leadership report and interview, a discussion will be held with the candidate about proceeding to presentation or not.

Panel presentations

Each applicant will then be invited to make a ½ hour presentation to the selection panel. Presentation questions will be sent out around 2 weeks prior to the panel date and each candidate will be invited to choose from one of 3 questions around a service reform issue.

For those presenting 10th - 12th December: questions issued by the Kings Fund 26th November
For those presenting 17th - 21st December: questions issued by the Kings Fund 3rd December

Panel questions following the presentation will be kept to a minimum and will focus on probing any specific evidence around personal contribution to system reform delivery which may have arisen during the presentation rather than the topic itself.

The presentation will examine capability, potential and intellectual stretch and should demonstrate the candidate's ownership of their role in shaping, influencing and leading system reform for their organisation/area.

Individual assessment outcomes

The final decision regarding selection to the programme will be made by the selection panel and communicated to all applicants by the SHA leadership sponsor. Each participant will receive a full copy of the summary assessment on their leadership report, interview and panel presentation and may seek further feedback if this would be helpful.

Development needs identified during the process will inform both individual plans and the design of the programme. Individuals unsuccessful in gaining a place on the programme will be provided with support and alternative development opportunities by EoE.