

Leadership Indicators

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Vision	<ul style="list-style-type: none"> - Has a narrow range of vision. - Fails to think about future consequences of current actions. - Pre-occupied with present and operational details. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Does not stop to understand own emotions. - May lose control in stressful situations. - Demonstrates behaviour counter to core values of openness, inclusiveness and honesty. 	<ul style="list-style-type: none"> - Is aware of own feelings. - Remains calm in difficult situations. - Behaves consistently with own values and beliefs. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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.
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Relationship Building	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - Modifies own plans in the light of the expressed needs of internal and external stakeholders. - Develops effective inter-personal relationships across and up and down the organisation. - Maintains positive expectations of others, even when provoked. Deals constructively with criticism from others. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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