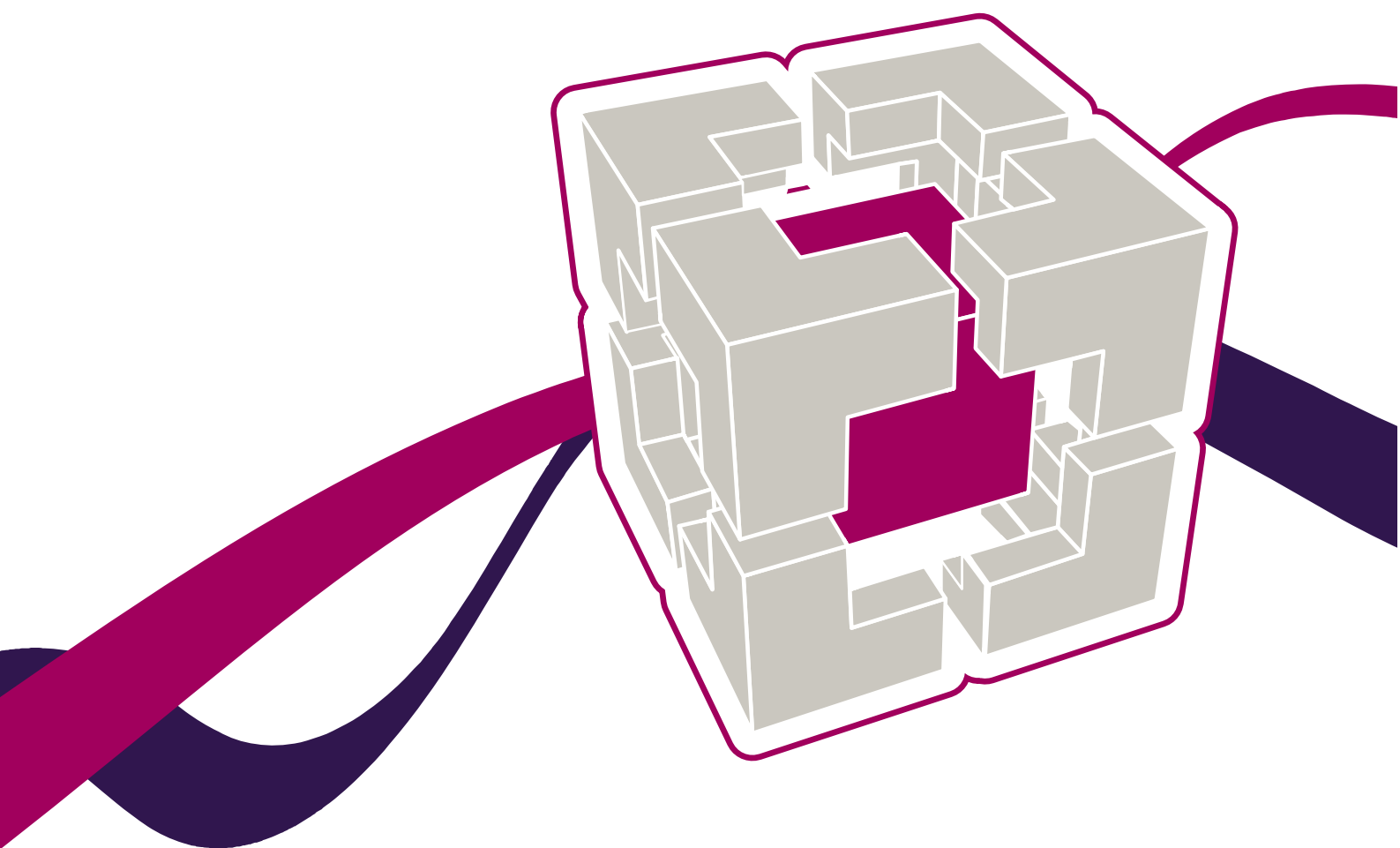


Your Healthcare Leadership Model Self Assessment report

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27 November 2019



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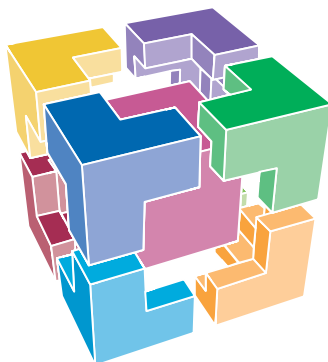
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The purpose of this report is to help develop your work performance and provide you with feedback and focus for future leadership development

The Healthcare Leadership Model



The Healthcare Leadership Model is to help those who work in health and care to become better leaders. It is useful for everyone – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.

We want to help you understand how your leadership behaviours affect the culture and climate you, your colleagues, and teams work in. Whether you work directly with patients and service users or not, you will realise what you do and how you behave will affect the experiences of patients and service users of your organisation, the quality of care provided, and the reputation of the organisation itself. The nature and effect of a positive leadership style can be summed up as:

Leadership that emphasises care for staff and high-quality support services



Figure 1 : The nature and effect of a positive leadership style

The importance of personal qualities

The way that we manage ourselves is a central part of being an effective leader. It is vital to recognise that personal qualities like self-awareness, self-confidence, self-control, self-knowledge, personal reflection, resilience and determination are the foundation of how we behave. Being aware of your strengths and limitations in these areas will have a direct effect on how you behave and interact with others, and they with you.

Without this awareness, it will be much more difficult (if not impossible) to behave in the way research has shown that good leaders do. This, in turn, will have a direct impact on your colleagues, any team you work in, and the overall culture and climate within the team as well as within the organisation. Whether you work directly with patients and service users or not, this can affect the care experience they have. Working positively on these personal qualities will lead to a focus on care and high-quality services for patients and service users, their carers and their families.

While personal qualities have not been separately highlighted in the Healthcare Leadership Model, you will find them throughout the various dimensions. It is important to realise that areas identified for development within the model may be as much about how you manage yourself as about how you manage your behaviour and relate to other people.

About this report

Your **Healthcare Leadership Model Self Assessment report** evaluates your self-perception of your leadership behaviour in the workplace. The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report is treated as confidential to you. You may wish to share the report with others, for example your team, but that is completely your own choice.

How to use this report

This report is based on the **Healthcare Leadership Model** which is made up of nine leadership dimensions.* Each dimension is presented against five levels of **Performance**. Your Performance level for each dimension is shown on **page 5**.

Insufficient

The individual underperforms in this dimension – their leadership here is unsatisfactory.

Essential

The individual performs the essential behaviours of leadership in this dimension – their leadership here is satisfactory.

Proficient

The individual performs proficiently as a leader in this dimension – their leadership here is capable.

Strong

The individual performs strongly as a leader in this dimension – their leadership here is superior.

Exemplary

The individual performs as an exemplar of leadership in this dimension – their leadership here is excellent.

*A full description of the nine leadership dimensions is given in Appendix 2.

Your Performance level for each dimension may be compared against the four **Importance** ratings (*Fairly Important, Important, Very Important, Vitally Important*) on each dimension to your job role. The Importance rating for your job role for each dimension is shown on **page 6**.

If you have Direct Reports then there is an additional section to this document. This shows your perception of your teams level of engagement in relation to the Healthcare Leadership Model.

As their Line Manager your leadership style will impact on your Direct Reports' level of satisfaction, loyalty, productivity and engagement as described on page 2 (see *Figure 1: The nature and effect of a positive leadership style*).

Next step

Your Self Assessment report is a useful starting point for reviewing your leadership behaviours. However, it is also very valuable to supplement this with feedback from others, such as your Line Manager, Peers and Direct Reports. This is known as 360 degree feedback enabling you to compare your own ratings against the ratings given to you by others. If you would like to include 360 ratings, return to the online account where you generated this report and select the '360' option.

Your Self Assessment overview

The diagram below displays your average Self rating on the nine leadership dimensions of the Healthcare Leadership Model (shown by the blue line —).

The nine dimensions are rated against the five levels:

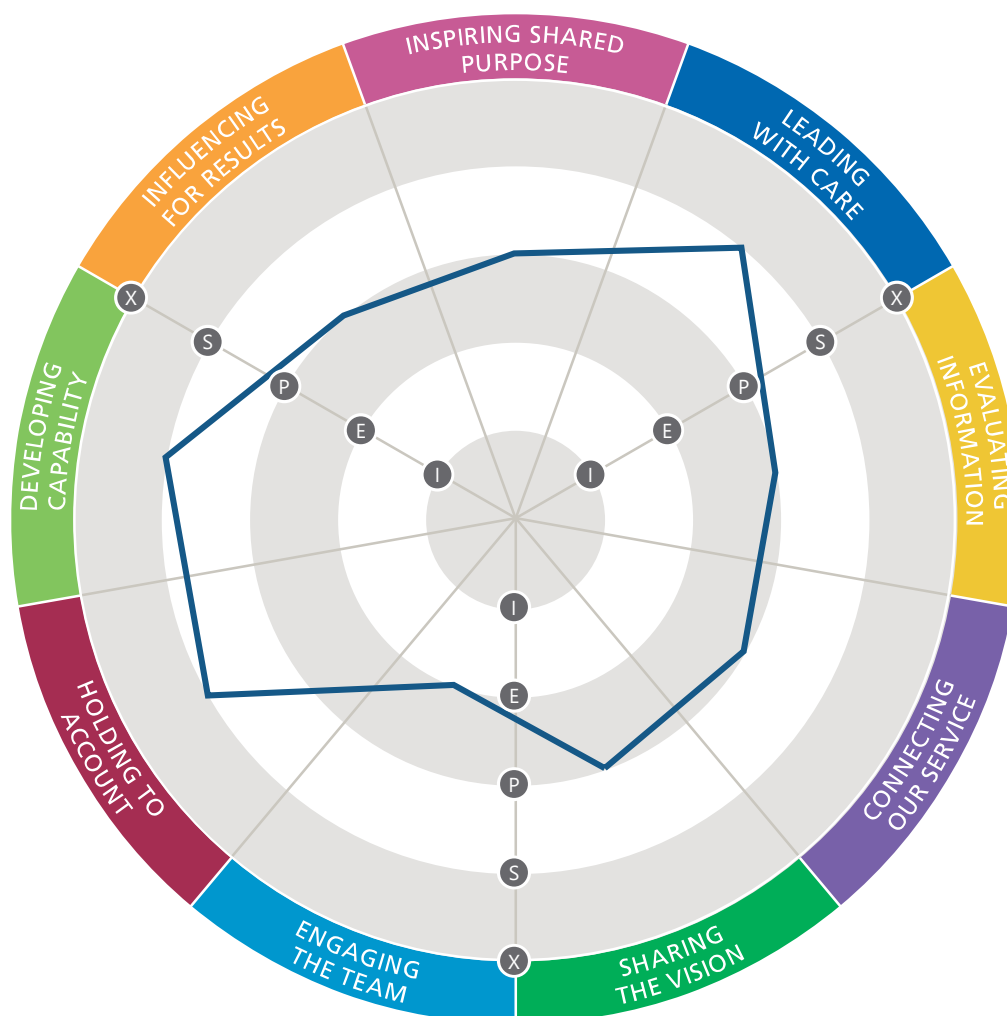
I – Insufficient

E – Essential

P – Proficient

S – Strong

X – Exemplary



Your Performance and Importance ratings

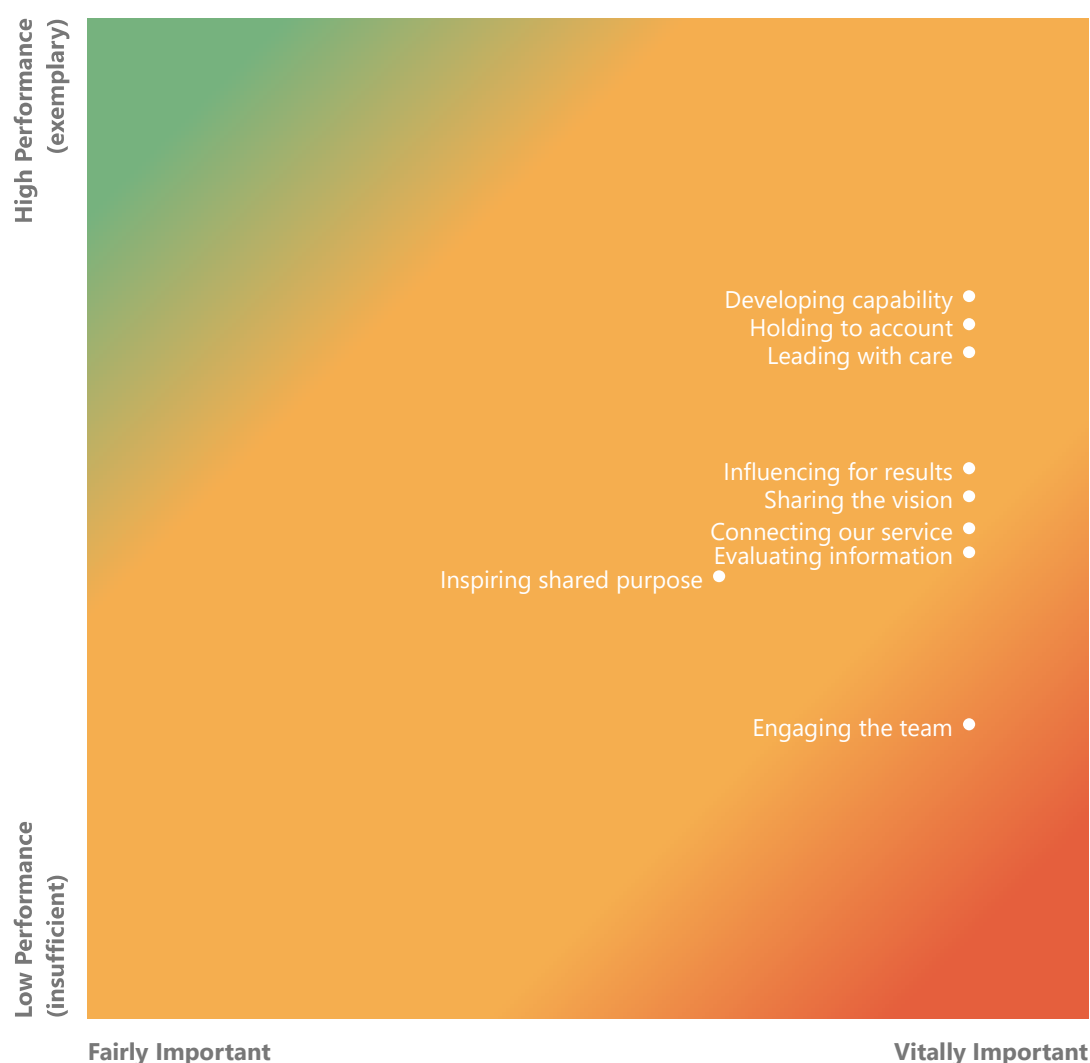
The table below shows your Self rating (shown by a blue dot **S**) for Performance (shown in the pink bar) and Importance (shown in the grey bar) for each of the dimensions. The ideal is to have a high Performance rating on dimensions that are of high Importance to your job role.

	Insufficient	Essential	Proficient	Strong	Exemplary
Inspiring shared purpose			S		
			S		
	Fairly Important	Important	Very Important	Vitally Important	
Leading with care	Insufficient	Essential	Proficient	Strong	Exemplary
				S	
				S	
	Fairly Important	Important	Very Important	Vitally Important	
Evaluating information	Insufficient	Essential	Proficient	Strong	Exemplary
			S		
					S
	Fairly Important	Important	Very Important	Vitally Important	
Connecting our service	Insufficient	Essential	Proficient	Strong	Exemplary
			S		
					S
	Fairly Important	Important	Very Important	Vitally Important	
Sharing the vision	Insufficient	Essential	Proficient	Strong	Exemplary
			S		
					S
	Fairly Important	Important	Very Important	Vitally Important	
Engaging the team	Insufficient	Essential	Proficient	Strong	Exemplary
		S			
					S
	Fairly Important	Important	Very Important	Vitally Important	
Holding to account	Insufficient	Essential	Proficient	Strong	Exemplary
				S	
					S
	Fairly Important	Important	Very Important	Vitally Important	
Developing capability	Insufficient	Essential	Proficient	Strong	Exemplary
				S	
					S
	Fairly Important	Important	Very Important	Vitally Important	
Influencing for results	Insufficient	Essential	Proficient	Strong	Exemplary
			S		
					S
	Fairly Important	Important	Very Important	Vitally Important	

Your Performance versus Importance summary

The table below shows a summary of your Performance versus Importance ratings for each of the nine dimensions.

If you rated yourself low in Performance on dimensions that are of high Importance this is an area of risk (marked in **red**) and you should prioritise your development actions here. If you rated yourself the same in Performance as on Importance this shows appropriate balance (marked in **amber**). If you rated yourself high in Performance on dimensions that are of low Importance this is an area of talent or strength (marked in **green**) and may be an opportunity worth discussing with your Line Manager or other colleagues who will help support your development.



Importance and Performance ratings are based on your Self rating

■ Opportunity zone ■ Balanced zone ■ Risk zone

Your Performance and Importance analysis

The table below displays the ratings you gave yourself on each of the nine leadership dimensions.

	Performance	Importance
Inspiring shared purpose	Proficient	Very Important
Leading with care	Strong	Vitally Important
Evaluating information	Proficient	Vitally Important
Connecting our service	Proficient	Vitally Important
Sharing the vision	Proficient	Vitally Important
Engaging the team	Essential	Vitally Important
Holding to account	Strong	Vitally Important
Developing capability	Strong	Vitally Important
Influencing for results	Proficient	Vitally Important

Key: Performance ratings

Insufficient

The individual **underperforms** in this dimension – their leadership here is unsatisfactory.

Essential

The individual performs the **essential** behaviours of leadership in this dimension – their leadership here is satisfactory.

Proficient

The individual performs **proficiently** as a leader in this dimension – their leadership here is capable.

Strong

The individual performs **strongly** as a leader in this dimension – their leadership here is superior.

Exemplary

The individual performs as an **exemplar** of leadership in this dimension – their leadership here is excellent.

Please refer to **Appendix 2** for a list of the behaviours that represents each of these levels on the nine leadership dimensions.

Importance ratings

Fairly Important Very Important Important Vitally Important

Appendix 1

Your personal development

Answer the questions below to begin mapping out a **personal development plan**.

Your reflections

- What have you learnt or become aware of from reading your Healthcare Leadership Model Self Assessment report?

Your highest scoring dimensions

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your lowest scoring dimensions

- How are areas in which you are less strong limiting or hindering your performance?
- What actions can you take to address your development areas?

Your actions

Action	Support I will need	How I will measure success	By when

Your Self Assessment report provides you with valuable reflections. You may want to consider sharing this with your Line Manager or other colleagues who help support your development, as it may provide them with helpful information to assist your development planning.

Following any relevant discussions with colleagues, you may want to update your personal development plan.

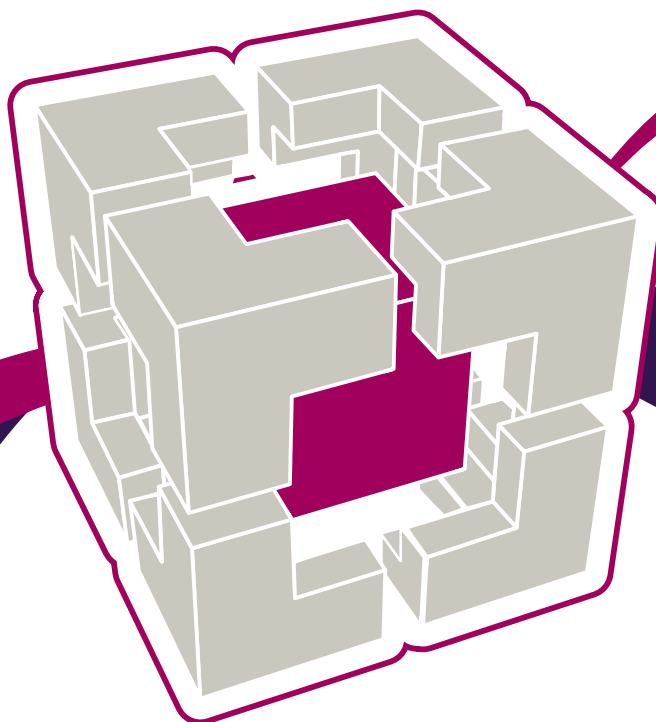
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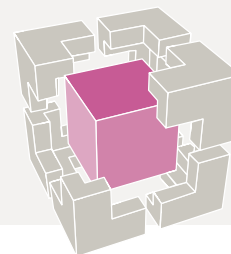
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Appendix 2

The nine dimensions of leadership behaviour



Inspiring shared purpose



What is it?

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

Why is it important?

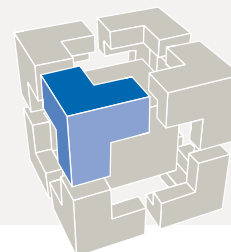
Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

What is it not?

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

Essential	Proficient
Staying true to NHS principles and values Do I act as a role model for belief in and commitment to the service? Do I focus on how what I do contributes to and affects patient care or other service users? Do I enable colleagues to see the wider meaning in what they do?	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	Exemplary
Taking personal risks to stand up for the shared purpose Do I have the self-confidence to question the way things are done in my area of work? Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback? Do I support my team or colleagues when they challenge the way things are done?	Making courageous challenges for the benefit of the service Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk? Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?

Leading with care



What is it?

- Having the essential personal qualities for leaders in health and social care
- Understanding the unique qualities and needs of a team
- Providing a caring, safe environment to enable everyone to do their jobs effectively

Why is it important?

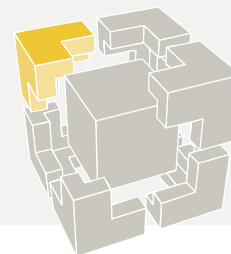
Leaders understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users

What is it not?

- Making excuses for poor performance
- Avoiding responsibility for the wellbeing of colleagues in your team
- Failing to understand the impact of your own emotions or behaviour on colleagues
- Taking responsibility away from others

Essential	Proficient
Caring for the team Do I notice negative or unsettling emotions in the team and act to put the situation right? Do my actions demonstrate that the health and wellbeing of my team are important to me? Do I carry out genuine acts of kindness for my team?	Recognising underlying reasons for behaviour Do I understand the underlying reasons for my behaviour and recognise how it affects my team? Can I 'read' others, and act with appropriate empathy, especially when they are different from me? Do I help my colleagues to make the connection between the way they feel and the quality of the service they provide?
Strong	Exemplary
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?	Spreading a caring environment beyond my own area Do I take positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams? Do I share responsibility for colleagues' emotional wellbeing even when I may be junior to them?

Evaluating information



What is it?

- Seeking out varied information
- Using information to generate new ideas and make effective plans for improvement or change
- Making evidence-based decisions that respect different perspectives and meet the needs of all service users

Why is it important?

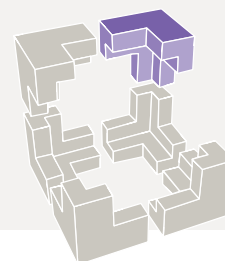
Leaders are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement

What is it not?

- Failing to look beyond the obvious
- Collecting data without using it
- Thinking only about your own measures or experience
- Reluctance to look for better ways of doing things
- Ignoring problems by ignoring data
- Using research as a weapon

Essential	Proficient
<p>Gathering data</p> <p>Do I collect feedback from service users?</p> <p>Do I collect and record the essential data for my area of work accurately and on time?</p> <p>Am I regularly thinking about ways to do my job more effectively?</p> <p>Can I see patterns that help me to do things better, more efficiently or with less waste?</p>	<p>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>
Strong	Exemplary
<p>Thinking creatively</p> <p>Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?</p> <p>Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work?</p> <p>Do I creatively apply fresh approaches to improve current ways of working?</p>	<p>Developing new concepts</p> <p>Do I develop strategies based on new concepts, insights, or perceptive analysis?</p> <p>Do I create improved pathways, systems or processes through insights that are not obvious to others?</p> <p>Do I carry out, or encourage, research to understand the root causes of issues?</p>

Connecting our service



What is it?

Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact

Why is it important?

Leaders understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively

What is it not?

- Being rigid in your approach
- Thinking about only your part of the organisation
- Believing only your view is the right one
- Thinking politics is a dirty word
- Failing to engage with other parts of the system
- Focusing solely on the depth of your area at the expense of the broader service

Essential

Recognising how my area of work relates to other parts of the system

Do I understand the formal structure of my area of work and how it fits with other teams?

Do I keep up to date with changes in the system to maintain efficiency?

Do I hand over effectively to others and take responsibility for continuity of service provision?

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?

Strong

Adapting to different standards and approaches outside my organisation

Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas?

Am I flexible in my approach so I can work effectively with people in organisations that have different standards and approaches from mine?

Do I act flexibly to overcome obstacles?

Exemplary

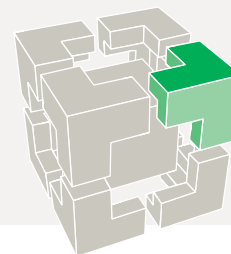
Working strategically across the system

Do I build strategic relationships to make links across the broader system?

Do I understand how complex connections across the health economy affect the efficiency of the system?

Do I understand which issues affect decisions across the system so that I can anticipate how other stakeholders will react?

Sharing the vision



What is it?

Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting

Why is it important?

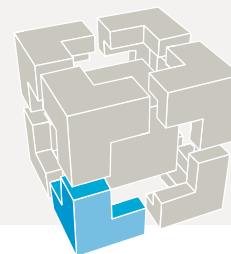
Leaders convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in

What is it not?

- Saying one thing and doing another
- Talking about the vision but not working to achieve it
- Being inconsistent in what you say
- Avoiding the difficult messages

Essential	Proficient
Communicating to create credibility and trust <p>Am I visible and available to my team?</p> <p>Do I communicate honestly, appropriately and at the right time with people at all levels?</p> <p>Am I helping other people appreciate how their work contributes to the aims of the team and the organisation?</p> <p>Do I break things down and explain clearly?</p>	Creating clear direction <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>
Strong	Exemplary
Making long-term goals desirable <p>Do I encourage others to become 'ambassadors' for the vision and generate excitement about long-term aims?</p> <p>Do I find ways to make a vivid picture of future success emotionally compelling?</p> <p>Do I establish ongoing communication strategies to deal with the more complex and difficult issues?</p>	Inspiring confidence for the future <p>Do I display confidence and integrity under robust and public criticism?</p> <p>Do I describe future changes in a way that inspires hope, and reassures staff, patients and the public?</p> <p>Do I explain controversial and complex plans in a way that different groups can hear, understand and accept?</p>

Engaging the team



What is it?

Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service

Why is it important?

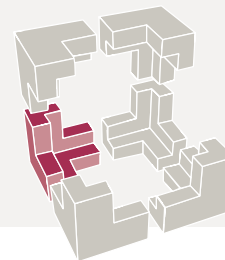
Leaders promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members

What is it not?

- Building plans without consultation
- Autocratic leadership
- Failing to value diversity
- Springing ideas on others without discussion

Essential	Proficient
Involving the team Do I recognise and actively appreciate each person's unique perspectives and experience? Do I listen attentively to my team and value their suggestions? Do I ask for contributions from my team to raise their engagement?	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?
Strong	Exemplary
Co-operating to raise the game Do I enable my team to feed off each other's ideas, even if there is a risk the ideas might not work? Do I encourage team members to get to know each other's pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched? Do I offer support and resources to other teams in my organisation?	Stretching the team for excellence and innovation Do I stretch my team so that they deliver a fully 'joined-up' service, and so give the best value they can? Do I support other leaders to build success within and beyond my organisation? Do I create a common purpose to unite my team and enable them to work seamlessly together to deliver? Do I encourage my team to deliver on the shared purpose, as much as on their individual targets?

Holding to account



What is it?

- Agreeing clear performance goals and quality indicators
- Supporting individuals and teams to take responsibility for results
- Providing balanced feedback

Why is it important?

Leaders create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service delivery

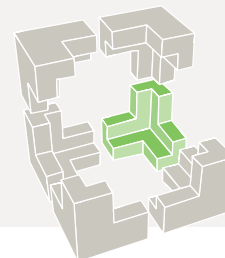
What is it not?

- Setting unclear targets
- Tolerating mediocrity
- Making erratic and changeable demands
- Giving unbalanced feedback (too much praise or too little)
- Making excuses for poor or variable performance
- Reluctance to change

Essential	Proficient
Setting clear expectations Do I take personal responsibility for my own performance? Do I specify and prioritise what is expected of individuals and the team? Do I make tasks meaningful and link them to organisational goals? Do I make sure individual and team goals are SMART ¹ ?	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?
Strong	Exemplary
Challenging for continuous improvement Do I constantly look out for opportunities to celebrate and reward high standards? Do I actively link feedback to the overall vision for success? Do I notice and challenge mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain?	Creating a mindset for innovative change Do I encourage a climate of high expectations in which everyone looks for ways for service delivery to be even better? Do I share stories and symbols of success that create pride in achievement? Do I champion a mindset of high ambition for individuals, the team and the organisation?

¹ SMART stands for Specific, Measurable, Achievable, Relevant, Timed

Developing capability



What is it?

- Building capability to enable people to meet future challenges
- Using a range of experiences as a vehicle for individual and organisational learning
- Acting as a role model for personal development

Why is it important?

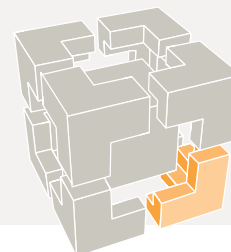
Leaders champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure

What is it not?

- Focusing on development for short-term task accomplishment
- Supporting only technical learning at the expense of other forms of growth and development
- Developing yourself mainly for your own benefit
- Developing only the 'best' people

Essential	Proficient
<p>Providing opportunities for people development</p> <p>Do I often look for opportunities to develop myself and learn things outside my comfort zone?</p> <p>Do I understand the importance and impact of people development?</p> <p>Do I build people development into my planning for my team?</p>	<p>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>
Strong	Exemplary
<p>Building longer-term capability</p> <p>Do I explore the career aspirations of colleagues in my team and shape development activities to support them?</p> <p>Do I provide long-term mentoring or coaching?</p> <p>Do I spot high-potential colleagues or capability gaps in my team and focus development efforts to build on or deal with the situation?</p>	<p>Creating systems for succession to all key roles</p> <p>Do I create the conditions in which others take responsibility for their development and learn from each other?</p> <p>Do I take a strategic approach to people development based on the future needs of the NHS?</p> <p>Do I share in broad organisational development and succession planning beyond my area of work?</p>

Influencing for results



What is it?

- Deciding how to have a positive impact on other people
- Building relationships to recognise other people's passions and concerns
- Using interpersonal and organisational understanding to persuade and build collaboration

Why is it important?

Leaders are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

What is it not?

- Being insular
- Pushing your agenda without regard to other views
- Only using one influencing style
- Being discourteous or dismissive

Essential	Proficient
<p>Engaging with others to convince or persuade</p> <p>Am I respectful in all circumstances?</p> <p>Do I listen to different views?</p> <p>Do I share issues and information to help other people understand my thinking?</p> <p>Do I develop and present well-reasoned arguments?</p> <p>Do I avoid jargon and express myself clearly?</p>	<p>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>
Strong	Exemplary
<p>Developing collaborative agendas and consensus</p> <p>Do I use 'networks of influence' to develop consensus and buy-in?</p> <p>Do I create shared agendas with key stakeholders?</p> <p>Do I use indirect influence and partnerships across organisations to build wide support for my ideas?</p> <p>Do I give and take?</p>	<p>Building sustainable commitments</p> <p>Do I contribute calmly and productively to debates arising from strongly-held beliefs, even when my own emotions have been excited?</p> <p>Do I build enough support for the idea or initiative to take on a life of its own?</p> <p>Do I act as an ambassador for my organisation to gain reputational influence by sharing experiences and best practice nationally and internationally?</p>