

# The Leadership Framework

## Self assessment tool



**Leadership in the health and care services is about delivering high quality services to patients by:**

- demonstrating personal qualities
- working with others
- managing services
- improving services
- setting direction
- creating the vision, and
- delivering the strategy.

Staff will exhibit a range of leadership behaviours across these seven domains dependent on the context in which they operate. It is essential that all staff are competent in each of the five core leadership domains: **demonstrating personal qualities, working with others, managing services, improving services** and **setting direction**. The other two domains, **creating the vision** and **delivering the strategy**, focus more on the role and contribution of individual leaders.

To help users understand and apply the Leadership Framework each domain is divided into four elements and each of these elements is further divided into four descriptive statements which describe the behaviours all staff should be able to demonstrate.

The Clinical Leadership Competency Framework (CLCF) and Medical Leadership Competency Framework (MLCF) are also available to specifically provide staff with clinically based examples and learning and development scenarios across the five core domains shared with the Leadership Framework.

Please visit [www.leadershipacademy.nhs.uk/lf](http://www.leadershipacademy.nhs.uk/lf) to learn more about the framework and how it can be used and applied.



CLCF/MLCF

### Self assessment tool

This self assessment tool aims to help you manage your own learning and development by allowing you to reflect on which areas of the leadership framework you would like to develop further.

Please note that the information you provide is not stored anywhere on the website. We recommend you **download and save** this document so that you can refer back to it when reviewing your development plans.

A development module is available to support your leadership development at [www.leadershipacademy.nhs.uk/leadership-development-module](http://www.leadershipacademy.nhs.uk/leadership-development-module)

You will also find a personal action plan template starting on page 10.

# 1. Demonstrating Personal Qualities



Effective leadership requires individuals to draw upon their values, strengths and abilities to deliver high standards of service. To do so, they must demonstrate effectiveness in:

- **Developing self awareness** by being aware of their own values, principles, and assumptions, and by being able to learn from experiences
- **Managing yourself** by organising and managing themselves while taking account of the needs and priorities of others
- **Continuing personal development** by learning through participating in continuing professional development and from experience and feedback
- **Acting with integrity** by behaving in an open, honest and ethical manner.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself



DEMONSTRATING PERSONAL QUALITIES			
<b>Developing Self Awareness</b>			
I reflect on how my own values and principles influence my behaviour and impact on others			
I seek feedback from others on my strengths and limitations and modify my behaviour accordingly			
<b>Managing Yourself</b>			
I remain calm and focused under pressure			
I plan my workload and deliver on my commitments to consistently high standards demonstrating flexibility to service requirements			
<b>Continuing Personal Development</b>			
I actively seek opportunities to learn and develop			
I apply my learning to practical work			
<b>Acting with Integrity</b>			
I act in an open, honest and inclusive manner - respecting other people's culture, beliefs and abilities			
I speak out when I see that ethics or values are being compromised			
<b>TOTAL</b>			

**Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.**

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/demonstrating-personal-qualities](http://www.leadershipacademy.nhs.uk/leadership-development-module/demonstrating-personal-qualities)

## 2. Working with Others



Effective leadership requires individuals to work with others in teams and networks to deliver and improve services. To do so, they must demonstrate effectiveness in:

- **Developing networks** by working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services
- **Building and maintaining relationships** by listening, supporting others, gaining trust and showing understanding
- **Encouraging contribution** by creating an environment where others have the opportunity to contribute
- **Working within teams** to deliver and improve services.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself



WORKING WITH OTHERS			
<b>Developing Networks</b>			
I identify opportunities where working collaboratively with others will bring added value to patient care			
I share information and resources across networks			
<b>Building and Maintaining Relationships</b>			
I communicate clearly and effectively with others			
I listen to and take into account the needs and feelings of others			
<b>Encouraging Contribution</b>			
I actively seek contributions and views from others			
I am comfortable managing conflicts of interests or differences of opinion			
<b>Working within Teams</b>			
I put myself forward to lead teams, whilst always ensuring I involve the right people at the right time			
I acknowledge and appreciate the efforts of others within the team and respect the team's decision			
<b>TOTAL</b>			

**Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.**

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/working-with-others](http://www.leadershipacademy.nhs.uk/leadership-development-module/working-with-others)

### 3. Managing Services



Effective leadership requires individuals to focus on the success of the organisation(s) in which they work. To do so, they must be effective in:

- **Planning** by actively contributing to plans to achieve service goals
- **Managing resources** by knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs
- **Managing people** by providing direction, reviewing performance, motivating others, and promoting equality and diversity
- **Managing performance** by holding themselves and others accountable for service outcomes.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself

A lot of the time	Some of the time	Very little / None of the time

MANAGING SERVICES			
<b>Planning</b>			
I use feedback from patients, service users and colleagues when developing plans			
I assess the available options in terms of benefits and risks			
<b>Managing Resources</b>			
I deliver safe and effective services within the allocated resource			
I take action when resources are not being used efficiently and effectively			
<b>Managing People</b>			
I support team members in developing their roles and responsibilities			
I provide others with clear purpose and direction			
<b>Managing Performance</b>			
I analyse information from a range of sources about performance			
I take action to improve performance			
TOTAL			

**Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.**

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/managing-services](http://www.leadershipacademy.nhs.uk/leadership-development-module/managing-services)

## 4. Improving Services



Effective leadership requires individuals to make a real difference to people's health by delivering high quality services and by developing improvements to services. To do so, they must demonstrate effective in:

- **Ensuring patient safety** by assessing and managing risk to patients associated with service developments, balancing economic consideration with the need for patient safety
- **Critically evaluating** by being able to think analytically, conceptually and to identify where services can be improved, working individually or as part of a team
- **Encouraging improvement and innovation** by creating a climate of continuous service improvement
- **Facilitating transformation** by actively contributing to change processes that lead to improving healthcare.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself



IMPROVING SERVICES			
<b>Ensuring Patient Safety</b>			
I take action when I notice shortfalls in patient safety			
I review practice to improve patient safety and minimise risk			
<b>Critically Evaluating</b>			
I use feedback from patients, carers and service users to contribute to improvements in service delivery			
I work with others to constructively evaluate our services			
<b>Encouraging Improvement and Innovation</b>			
I put forward ideas to improve the quality of services			
I encourage debate about new ideas with a wide range of people			
<b>Facilitating Transformation</b>			
I articulate the need for change and its impact on people and services			
I focus myself and motivate others to ensure change happens			
<b>TOTAL</b>			

*Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.*

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/improving-services](http://www.leadershipacademy.nhs.uk/leadership-development-module/improving-services)

# 5. Setting Direction



Effective leadership requires individuals to contribute to the strategy and aspirations of the organisation and act in a manner consistent with its values. To do so, they must demonstrate effective in:

- **Identifying the contexts for change** by being aware of the range of factors to be taken into account
- **Applying knowledge and evidence** by gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements
- **Making decisions** using their values, and the evidence, to make good decisions
- **Evaluating impact** by measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself

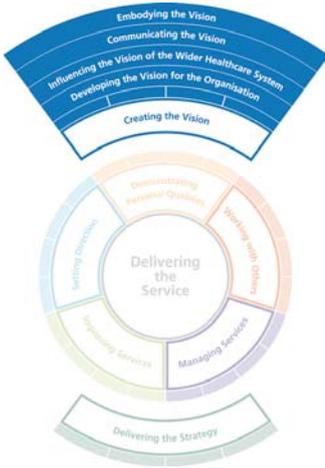


SETTING DIRECTION			
<b>Identifying the Contexts for Change</b>			
I identify the drivers of change (e.g. political, social, technical, economic, organisational, professional environment)			
I anticipate future challenges that will create the need for change and communicate these to others			
<b>Applying Knowledge and Evidence</b>			
I use data and information to suggest improvements to services			
I influence others to use knowledge and evidence to achieve best practice			
<b>Making Decisions</b>			
I consult with key people and groups when making decisions taking into account the values and priorities of the service			
I actively engage in formal and informal decision-making processes about the future of services			
<b>Evaluating Impact</b>			
I take responsibility for embedding new approaches into working practices			
I evaluate the impact of changes on patients and service delivery			
<b>TOTAL</b>			

*Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.*

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/setting-direction](http://www.leadershipacademy.nhs.uk/leadership-development-module/setting-direction)

## 6. Creating the Vision



Effective leadership involves creating a compelling vision for the future, and communicating this within and across organisations. This requires individuals to demonstrate effectiveness in:

- **Developing the vision** of the organisation, looking to the future to determine the direction for the organisation
- **Influencing the vision of** the wider healthcare system by working with partners across organisations
- **Communicating the vision** and motivating others to work towards achieving it
- **Embodying the vision** by behaving in ways which are consistent with the vision and values of the organisation

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself

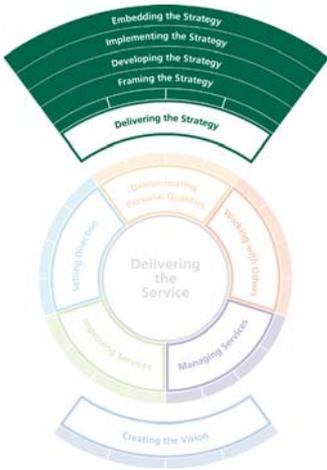


CREATING THE VISION			
<b>Developing the Vision for the Organisation</b>			
I actively engage with others (including patients and public) to determine the direction of the organisation			
I take into account the full range of factors that will impact upon the future of health and care services			
<b>Influencing the Vision of the Wider Healthcare System</b>			
I look for opportunities to engage in debate about the future of healthcare			
I influence key decision makers who determine future government policy that impacts the NHS and its services			
<b>Communicating the Vision</b>			
I communicate the vision with enthusiasm and clarity			
I take time to build critical support for the vision			
<b>Embodying the Vision</b>			
I show confidence, commitment and passion for the vision in my day to day actions			
I challenge behaviours, symbols & rituals which are not consistent with the vision			
<b>TOTAL</b>			

**Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.**

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/creating-the-vision](http://www.leadershipacademy.nhs.uk/leadership-development-module/creating-the-vision)

# 7. Delivering the Strategy



Effective leadership involves delivering the strategy by developing and agreeing strategic plans that place patient care at the heart of the service, and ensuring that these are translated into achievable operational plans. This requires individuals to demonstrate effectiveness in:

- **Framing the strategy** by identifying strategic options for the organisation and drawing upon a wide range of information, knowledge and experience
- **Developing the strategy** by engaging with colleagues and key stakeholders
- **Implementing the strategy** by organising, managing and assuming the risks of the organisation
- **Embedding the strategy** by ensuring that strategic plans are achieved and sustained.

Look at statements below:

- On the scale next to each statement, choose a rating that reflects how frequently it applies to you
- Total your scores after each domain and reflect on how you have scored yourself

A lot of the time	Some of the time	Very little / None of the time

DELIVERING THE STRATEGY			
Framing the Strategy			
I draw on relevant thinking and best practice to inform strategy development			
I use an understanding of the history and culture of the organisation to create a realistic strategy			
Developing the Strategy			
I engage with a wide range of stakeholders when formulating strategic plans			
I mitigate uncertainties and risks associated with strategic choices			
Implementing the Strategy			
I ensure strategic plans are translated into workable operational plans			
I establish clear accountabilities for delivery of all elements of the strategy			
Embedding the Strategy			
I help others to overcome obstacles and challenges in delivering the strategy			
I monitor progress of the strategic outcomes and make adjustments where necessary			
TOTAL			

*Total your scores and reflect on what you have given yourself. If you have mainly red and orange circles in any particular domain, these domains may be areas you wish to develop further. If you have green circles then check that these are not overplayed strengths. An overplayed strength could be a behaviour you over rely on and one which might impact negatively on your performance.*

To work through the Leadership Development Module for this domain, go to [www.leadershipacademy.nhs.uk/leadership-development-module/delivering-the-strategy](http://www.leadershipacademy.nhs.uk/leadership-development-module/delivering-the-strategy)

## Next Steps

Having completed your self assessment, we would encourage you to discuss your results with your Line Manager, mentor or trusted colleague.

You may find it helpful to ask your Line Manager or colleagues to also download the document and rate you against some or all of the leadership domains. Coming together and comparing their ratings with your self ratings can provide valuable insight into your leadership behaviour.

Next, you may wish to develop a personal action plan to help you consolidate your development areas. An action plan template is available on the next page.

### Hints and tips on action planning

- Define your action plan in SMART terms (Specific, Measurable, Action oriented, Realistic and Time bound). This will help you reach your goals.
- Identify individuals you want to talk to about your action plan and who can help you make it happen.
- Assess potential obstacles and how you might be able to overcome these.
- Think about how you can utilise your strengths to help you reach your goals.
- Identify resources that are available to you or that you will need to obtain in order to achieve your goal e.g.what resources (internal, external) can you draw upon in order to reach your goal?
- Write action steps to help you reach your goal and assign a completion date to each one.
- Set a date to evaluate your progress towards your goal.

## Resources

For suggested reading or development advice related to the each of the domains of the Leadership Framework, please refer to the Leadership Development Module at [www.leadershipacademy.nhs.uk/leadership-development-module](http://www.leadershipacademy.nhs.uk/leadership-development-module)



### **IMPORTANT!**

***If you wish to refer back to this document at any point, please save a copy to your computer or print in the usual way. For confidentiality reasons, the information you have input will not be saved on this website.***

# Personal Action Plan

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Please read the hints and tips on action planning given on page 9 before starting your action plan. You may also find it helpful to review the Leadership Development Module at [www.leadershipacademy.nhs.uk/leadership-development-module](http://www.leadershipacademy.nhs.uk/leadership-development-module)

## Action Plan - part one

Key strengths	
<p>Please summarise your key strengths Max characters (750)</p>	

Key priorities	
<p>Please summarise your key development needs Max characters (750)</p>	

Please choose one of the key development needs identified above that you would like to work through on the next few pages. Should you like to look at more than one development need, print out or photocopy pages 11-14 before filling them in, or save this document under a different name so that you can complete the following sections separately for each development need you would like to explore.

## Action Plan - part one continued

<b>Development Need:</b>	
<b>Reason for choosing</b> Max characters (750)	
<b>Goal</b> Max characters (750) Describe the desired new behaviour in SMART terms	
<b>Benefits</b> Max characters (750) Describe the benefits of reaching this goal	

## Action Plan - part one continued

<b>Development Need</b>	
<p><b>Risks</b> Max characters (750) Outline any risks that might be involved in reaching this goal</p>	
<p><b>Obstacles</b> Max characters (500) Outline any potential obstacles</p>	
<p><b>How are you going to over come them?</b> Max characters (500)</p>	

## Action Plan - part one continued

<b>Development Need</b>	
<b>Resources/ support needed</b> Max characters (750)	
<b>Where available?</b> Max characters (750)	

## Action Plan - part two

Action Steps max characters (1000)	Approach	Target Date
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	
	<input type="checkbox"/> Experience <input type="checkbox"/> Exposure <input type="checkbox"/> Education	

<b>Review</b>	
When will you review your progress towards your goals? (Please specify a date).	



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