

**Mapping – Leadership Framework (LF) to Healthcare Leadership Model**

The below mapping has been produced to assist colleagues who are seeking to compare the Healthcare Leadership Model with the Leadership Framework (LF). While no gaps are identified between the Healthcare Leadership Model and the LF, it is important to note that some areas of the model are not as well expressed in the LF. Research has shown that all nine dimensions of the Healthcare Leadership Model are important to an individual's leadership role.

It is also important to remember that the behavioural indicators in the LF are hierarchical, while those in the Healthcare Leadership are not. The four-part scale used in the Healthcare Leadership Model increases in complexity and sophistication, but is not tied to specific job roles or levels. The scale ranges from 'essential' through 'proficient' and 'strong' to 'exemplary'. The four stages identified in the LF are: Stage 1 (Own practice/immediate team), Stage 2 (Whole service/across teams), Stage 3 (Across services/wider organisation), and Stage 4 (Whole organisation/healthcare system).

Leadership Framework			Healthcare Leadership Model
Demonstrating personal qualities	1.1	Developing self-awareness	Leading with care Inspiring shared purpose
	1.2	Managing Yourself	Leading with care
	1.3	Continuing personal development	Developing capability
	1.4	Acting with integrity	Inspiring shared purpose Holding to account
Working with others	2.1	Developing networks	Connecting our service
	2.2	Building and maintaining relationships	Inspiring shared purpose Engaging the team
	2.3	Encouraging contribution	Engaging the team
	2.4	Working within teams	Engaging the team
Managing services	3.1	Planning	Evaluating information Connecting our service
	3.2	Managing resources	Evaluating information
	3.3	Managing people	Leading with care Engaging the team
	3.4	Managing performance	Holding to account
Improving services	4.1	Ensuring patient safety	Holding to account
	4.2	Critically evaluating	Evaluating information
	4.3	Encouraging improvement and innovation	Inspiring shared purpose Evaluating information
	4.4	Facilitating transformation	Inspiring shared purpose
Setting direction	5.1	Identifying the contexts for change	Connecting our service
	5.2	Applying knowledge and evidence	Evaluating information Influencing for results
	5.3	Making decisions	Inspiring shared purpose Connecting our service Influencing for results
	5.4	Evaluating impact	Evaluating information
Creating the vision	6.1	Developing the vision for the organisation	Inspiring shared purpose Connecting our service Evaluating information
	6.2	Influence the vision of the wider healthcare system	Influencing for results Connecting our service
	6.3	Communicating the vision	Sharing the vision
	6.4	Embodying the vision	Inspiring shared purpose
Delivering the strategy	7.1	Framing the strategy	Evaluating information
	7.2	Developing the strategy	Evaluating information
	7.3	Implementing the strategy	Holding to account
	7.4	Embedding the strategy	Inspiring shared purpose Holding to account Connecting our service Evaluating information