



HCLS 2025 Leaders Programme Summary of Indicators of Potential

Aspiration:

- Expresses a desire to progress within the health and care system and is willing to move across boundaries (organisational, professional or sector) to widen their experience and meet the operating needs of the system
- Sets challenging career goals for self and takes the necessary steps to achieve these, critically reviewing their progress at regular stages
- Consistently seeks out opportunities to develop with stretching assignments, learning from their mistakes along the way
- Is known outside of their immediate business area by building successful networks and has a reputation for delivering to an exceptional standard

Engagement:

- Committed to developing a career in the health and care sector by taking advantage of external opportunities and bringing learning back to their organisation and the system as a whole
- Committed to delivering excellent public services for the citizen and value for money for the taxpayer
- Acts as an ambassador for the system, demonstrating pride and enjoyment in their work and role modelling system leadership behaviours and values
- Willingly applies additional discretionary effort
- Is values driven and depends upon passion and commitment to set and achieve goals rather than the acquisition of power. Not afraid to be emotional in articulating what it is that motivates them

Ability

- A strategic thinker who defines the agenda and makes broader connections, grasping the full impact of their decisions
- Makes a positive, authoritative and influential impact everywhere they go, communicating complex issues simply, powerfully and convincingly to a wide audience, including at board, Ministerial level and to the citizen and patient.
- An authentic leader who creates a culture of honest, transparency, trust and support
- Copes effectively with scrutiny of their actions, doesn't fade under the spotlight, showing considerable resilience to high levels of pressure
- Is adaptable and flexible, successfully navigating the political context of the Health and Care system to deliver outcomes for their organisations, citizens and patients. Also, to work and influence Ministers.
- Delivers strong corporate outcomes at pace and leads effectively knowing where to focus energy and time and where to lead with a light touch.