

Introducing the Leadership Framework

The Leadership Framework (LF) provides a consistent approach to **leadership development** for staff in health and care irrespective of discipline, role or function, and represents the foundation of leadership behaviour. It sets out a single model of leadership for all health and care staff to aspire to.

The LF is based on the concept that leadership is not restricted to people who hold designated leadership roles and where there is a **shared responsibility** for the success of the organisation, services or care being delivered. Acts of leadership can come from anyone in the organisation and as a model it emphasises the responsibility of all staff in demonstrating appropriate behaviours, in seeking to contribute to the leadership process and to develop and empower the leadership capacity of colleagues.



The Medical Leadership

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

Please visit www.leadershipacademy.nhs.uk/LF to learn more about the LF and how it can be used and applied.

Supporting tools

There are a number of supporting tools already available, with more on the way in the coming months. Please visit www.leadershipacademy.nhs.uk/LF-supporting-tools to find out more.

360° assessment tool – **Now available!** The process includes getting confidential feedback from line managers, peers and direct reports. As a result, it gives an individual an insight into other people's perceptions of their leadership abilities and behaviour.

Self assessment tool – **Free to access!** Identify where your leadership strengths and development needs lie, to assist with personal development.

Leadership Development Module – **Free to access!** Signposts specific actions you can take to develop your leadership capability.

See reverse for more

Organisational Toolkit – *Free to access!* A suite of resources to assist organisations with applying the LF throughout their processes.

LeAD e-learning module – *Free to access!* E-learning designed to help clinicians develop their understanding of how their role contributes to managing and leading health services. Also contains an Additional Educational Material area which holds videos, articles and other resources to further augment learning.



Guidance for Integrating the CLCF into Education and Training – Describes the knowledge, skills, attitudes and behaviours required for each domain and provides suggestions for appropriate learning and development activities to be delivered throughout education and training, as well as possible methods of assessment.

Organisations are already finding the LF and its Supporting Tools to be very useful. Below are some examples of how people are already using them:

NHS London has recently revised its Talent Management System to include the LF and a streamlined rating system. The process now links with the LF to reinforce the behaviours required in today's NHS, and encourages participants to embrace these. Furthermore, it links with the supporting 360° tool which can provide more detailed feedback, often considered as part of the resulting development discussions which follow Talent Management:

“Spring 2011 was perfect timing for us to be able to use the LF in our refreshed Talent Management [TM] system. We are now future-proofed on the leadership behaviours and are able to support the LF by introducing it to our emerging leader populations. The LF, in turn, is able to support our TM by providing a valuable framework for feedback.”

Hesketh Emden, Head of Talent Management, NHS London

The **NHS Graduate Management Training Scheme** refreshed and refocused its offering in readiness for the 2011 intake in order to ensure it responded to the needs of the new NHS. As the Scheme exists to produce high quality leaders able to lead service improvement, the framework was used to underpin a number of new developments such as: its recruitment and selection criteria, its education inputs and specifically the Scheme's competency frameworks.

“The Scheme envisages that by adopting and using the LF to underpin the new Scheme frameworks our trainees will be working towards competencies that they can easily see are linked and based on the LF that all NHS staff (both clinical and non clinical colleagues) will use. The LF also gives them a 'line of sight' in terms of the new leadership behaviours required at all levels in the NHS and a leadership development pathway for their journey towards senior leadership positions in the future.”

John Boileau, Programme Manager, Emerging Leaders