<table>
<thead>
<tr>
<th>Domain</th>
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<th>Descriptors</th>
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<tbody>
<tr>
<td>1. Demonstrating Personal Qualities</td>
<td>Developing self awareness by being aware of their own values, principles, and assumptions, and by being able to learn from experiences</td>
<td>1. Recognise and articulate their own value and principles, understanding how these may differ from those of other individuals and groups 2. Identify their own strengths and limitations, the impact of their behaviour on others, and the effect of stress on their own behaviour 3. Identify their own emotions and prejudices and understand how these can affect their judgement and behaviour 4. Obtain, analyse and act on feedback from a variety of sources</td>
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<td></td>
<td>Managing yourself by organising and managing themselves while taking account of the needs and priorities of others</td>
<td>1. Manage the impact of their emotions on their behaviour with consideration of the impact on others 2. Are reliable in meeting their responsibilities and commitments to consistently high standards 3. Ensure that their plans and actions are flexible, and take account of the needs and work patterns of others 4. Plan their workload and activities to fulfil work requirements and commitments, without compromising their own health</td>
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<td>Continuing personal development by learning through participating in continuing professional development and from experience and feedback</td>
<td>1. Actively seek opportunities and challenge for personal learning and development 2. Acknowledge mistakes and treat them as learning opportunities 3. Participate in continuing professional development activities 4. Change their behaviour in the light of feedback and reflection</td>
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<td>Acting with integrity by behaving in an open, honest and ethical manner</td>
<td>1. Uphold personal and professional ethics and values, taking into account the values of the organisation and respecting the culture, beliefs and abilities of individuals 2. Communicate effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities 3. Value, respect and promote equality and diversity 4. Take appropriate action if ethics and values are compromised</td>
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<td>2. Working with Others</td>
<td>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</td>
<td>1. Identify opportunities where working in collaboration with others within and across networks can bring added benefits 2. Create opportunities to bring individuals and groups together to achieve goals 3. Promote the sharing of information and resources 4. Actively seek the views of others</td>
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<td>Building and maintaining relationships by listening, supporting others, gaining trust and showing understanding</td>
<td>1. Listen to others and recognise different perspectives 2. Empathise and take into account the needs and feelings of others 3. Communicate effectively with individuals and groups, and act as a positive role model 4. Gain and maintain the trust and support of colleagues</td>
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<td>Encouraging contribution by creating an environment where others have the opportunity to contribute</td>
<td>1. Provide encouragement, and the opportunity for people to engage in decision-making and to challenge constructively 2. Respect, value and acknowledge the roles, contributions and expertise of others 3. Employ strategies to manage conflict of interests and differences of opinion 4. Keep the focus of contribution on delivering and improving services to patients</td>
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<td>Working within teams to deliver and improve services</td>
<td>1. Have a clear sense of their role, responsibilities and purpose within the team 2. Adhere to a team approach, acknowledging and appreciating efforts, contributions and compromises 3. Recognise the common purpose of the team and respect team decisions 4. Are willing to lead a team, involving the right people at the right time</td>
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<td>3. Managing Services</td>
<td>Planning by actively contributing to plans to achieve service goals</td>
<td>1. Support plans for services that are part of the strategy for the wider healthcare system 2. Gather feedback from patients, service users and colleagues to help develop plans 3. Contribute their expertise to planning processes 4. Appraise options in terms of benefits and risks</td>
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<td>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</td>
<td>1. Accurately identify the appropriate type and level of resources required to deliver safe and effective services 2. Ensure services are delivered within allocated resources 3. Minimise waste 4. Take action when resources are not being used efficiently and effectively</td>
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<td>Managing people by providing direction, reviewing performance, motivating others, and promoting equality and diversity</td>
<td>1. Provide guidance and direction for others using the skills of team members effectively 2. Review the performance of the team members to ensure that planned services outcomes are met 3. Support team members to develop their roles and responsibilities 4. Support others to provide good patient care and better services</td>
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<td>Managing performance by holding themselves and others accountable for service outcomes</td>
<td>1. Analyse information from a range of sources about performance 2. Take action to improve performance 3. Take responsibility for tackling difficult issues 4. Build learning from experience into future plans</td>
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<td>4. Improving Services</td>
<td>Ensuring patient safety by assessing and managing risk to patients associated with service developments, balancing economic consideration with the need for patient safety</td>
<td>1. Identify and quantify the risk to patients using information from a range of sources 2. Use evidence, both positive and negative, to identify options 3. Use systematic ways of assessing and minimising risk 4. Monitor the effects and outcomes of change</td>
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<td>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</td>
<td>1. Obtain and act on patient, carer and user feedback and experiences 2. Assess and analyse processes using up-to-date improvement methodologies 3. Identify healthcare improvements and create solutions through collaborative working 4. Appraise options, and plan and take action to implement and evaluate improvements</td>
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| Improving Services (continued) | Encouraging improvement and innovation by creating a climate of continuous service improvement | 1. Question the status quo  
2. Act as a positive role model for innovation  
3. Encourage dialogue and debate with a wide range of people  
4. Develop creative solutions to transform services and care |
| 5. Setting Direction | Facilitating transformation by actively contributing to change processes that lead to improving healthcare | 1. Model the change expected  
2. Articulate the need for change and its impact on people and services  
3. Promote changes leading to systems redesign  
4. Motivate and focus a group to accomplish change |
| 6. Creating the Vision (particularly for those in more senior roles) | Identifying the contexts for change by being aware of the range of factors to be taken into account | 1. Demonstrate awareness of the political, social, technical, economic, organisational and professional environment  
2. Understand and interpret relevant legislation and accountability frameworks  
3. Anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on health outcomes  
4. Develop and communicate aspirations |
|  | 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 | 1. Use appropriate methods to gather data and information  
2. Carry out analysis against an evidence-based criteria set  
3. Use information to challenge existing practices and processes  
4. Influence others to use knowledge and evidence to achieve best practice |
|  | Making decisions using their values, and the evidence, to make good decisions | 1. Participate in and contribute to organisational decision-making processes  
2. Act in a manner consistent with the values and priorities of their organisation and profession  
3. Educate and inform key people who influence and make decisions  
4. Contribute a unique perspective to team, department, system and organisational decisions |
|  | Evaluating impact by measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions | 1. Test and evaluate new service options  
2. Standardise and promote new approaches  
3. Overcome barriers to implementation  
4. Formally and informally disseminate good practice |
|  | Developing the vision of the organisation looking to the future to determine the direction for the organisation | 1. Actively engage with colleagues and key influencers, including patients and public, about the future of the organisation  
2. Broadly scan and analyse the full range of factors that will impact upon the organisation, to create likely scenarios for its future  
3. Create a vision which is bold, innovative and reflects the core values of the NHS  
4. Continuously ensures that the organisation's vision is compatible with future developments within the wider healthcare system |
|  | Influencing the vision of the wider healthcare system by working with partners across organisations | 1. Seek opportunities to engage in debate about the future of health and care related services  
2. Work in partnership with others in the healthcare system to develop a shared vision  
3. Negotiate compromises in the interests of better patient services  
4. Influence key decision-makers who determine future government policy that impacts on the NHS and its services |
|  | Communicating the vision and motivating others to work towards achieving it | 1. Communicate their ideas and enthusiasm about the future of the organisation and its services confidently and in a way which engages and inspires others  
2. Express the vision clearly, unambiguously and vigorously  
3. Ensure that stakeholders within and beyond the immediate organisation are aware of the vision and any likely impact it may have on them  
4. Take time to build critical support for the vision and ensure it is shared and owned by those who will be communicating it |
|  | Embodying the vision by behaving in ways which are consistent with the vision and values of the organisation | 1. Act as a role model, behaving in a manner which reflects the values and principles inherent in the vision  
2. Demonstrate confidence, self belief, tenacity and integrity in pursuing the vision  
3. Challenge behaviours which are not consistent with the vision  
4. Identify symbols, rituals and routines within the organisation which are not consistent with the vision, and replace them with ones that are |
| 7. Delivering the Strategy (particularly for those in more senior roles) | Framing the strategy by identifying strategic options for the organisation and drawing upon a wide range of information, knowledge and experience | 1. Take account of the culture, history and long term underlying issues for the organisation  
2. Use sound organisational theory to inform the development of strategy  
3. Identify best practice which can be applied to the organisation  
4. Identify strategic options which will deliver the organisation's vision |
|  | Developing the strategy by engaging with colleagues and key stakeholders | 1. Engage with key individuals and groups to formulate strategic plans to meet the vision  
2. Strive to understand others' agendas, motivations and drivers in order to develop strategy which is sustainable  
3. Create strategic plans which are challenging yet realistic and achievable  
4. Identify and mitigate uncertainties and risks associated with strategic choices |
|  | Implementing the strategy by organising, managing and assuming the risks of the organisation | 1. Ensure that strategic plans are translated into workable operational plans, identifying risks, critical success factors and evaluation measures  
2. Identify and strengthen organisational capabilities required to deliver the strategy  
3. Establish clear accountability for the delivery of all elements of the strategy, hold people to account and expect to be held to account ourselves  
4. Respond quickly and decisively to developments which require a change in strategy |
|  | Embedding the strategy by ensuring that strategic plans are achieved and sustained | 1. Support and inspire others responsible for delivering strategic and operational plans, helping them to overcome obstacles and challenges, and to remain focused  
2. Create a consultative organisational culture to support delivery of the strategy and to drive strategic change within the wider healthcare system  
3. Establish a climate of transparency and trust where results are discussed openly  
4. Monitor and evaluate strategic outcomes, making adjustments to ensure sustainability of the strategy |