

Leadership Framework – Summary of Domains, Elements and Stages

Domain	Element
1. Demonstrating Personal Qualities	1. Developing self awareness: Being aware of their own values, principles, and assumptions, and by being able to learn from experiences
	2. Managing yourself: Organising and managing themselves while taking account of the needs and priorities of others
	3. Continuing personal development: Learning through participating in continuing professional development and from experience and feedback
	4. Acting with integrity: Behaving in an open, honest and ethical manner
2. Working with Others	1. Developing networks: Working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services
	2. Building and maintaining relationships: Listening, supporting others, gaining trust and showing understanding
	3. Encouraging contribution: Creating an environment where others have the opportunity to contribute
	4. Working within teams: To deliver and improve services
3. Managing Services	1. Planning: Actively contributing to plans to achieve service goals
	2. Managing resources: Knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs
	3. Managing people: Providing direction, reviewing performance, motivating others, and promoting equality and diversity
	4. Managing performance: Holding themselves and others accountable for service outcomes
4. Improving Services	1. Ensuring patient safety: Assessing and managing risk to patients associated with service developments, balancing economic consideration with the need for patient safety
	2. Critically evaluating: Being able to think analytically, conceptually and to identify where services can be improved, working individually or as part of a team
	3. Encouraging improvement and innovation: Creating a climate of continuous service improvement
	4. Facilitating transformation: Actively contributing to change processes that lead to improving healthcare
5. Setting Direction	1. Identifying the contexts for change: Being aware of the range of factors to be taken into account
	2. Applying knowledge and evidence: Gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements
	3. Making decisions: Using their values, and the evidence, to make good decisions
	4. Evaluating impact: Measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions
6. Creating the Vision <i>(particularly for those in more senior roles)</i>	1. Developing the vision of the organisation: Looking to the future to determine the direction for the organisation
	2. Influencing the vision of the wider healthcare system: Working with partners across organisations
	3. Communicating the vision: Motivating others to work towards achieving it
	4. Embodying the vision: Behaving in ways which are consistent with the vision and values of the organisation
7. Delivering the Strategy <i>(particularly for those in more senior roles)</i>	1. Framing the strategy: identifying strategic options for the organisation and drawing upon a wide range of information, knowledge and experience
	2. Developing the strategy: Engaging with colleagues and key stakeholders
	3. Implementing the strategy: Organising, managing and assuming the risks of the organisation
	4. Embedding the strategy: Ensuring that strategic plans are achieved and sustained



For more detail (including the additional **element descriptors, behavioural indicators, and examples in practice**), see the web-based version, the summary document (20 pages) or the full document (82 pages) at:

www.leadershipacademy.nhs.uk/lf-supporting-tools

The leadership context		
Stage 1	Own practice / immediate team	Building personal relationships with patients and colleagues, often working as part of a multi-disciplinary team. Staff need to recognise problems and work with others to solve them.
Stage 2	Whole service/ across teams	Building relationships within and across teams, recognising problems and solving them. Staff will be more conscious of the risks that their decisions may pose for self and others for a successful outcome.
Stage 3	Across services/ wider organisation	Working across teams and departments within the wider organisation. Staff will challenge the appropriateness of solutions to complex problems.
Stage 4	Whole organisation/ healthcare system	Building broader partnerships across and outside traditional organisational boundaries that are sustainable and replicable. Staff will be dealing with multi-faceted problems and coming up with innovative solutions.