

## The Leadership Framework and Leadership Development

### Introduction

Delivering services to patients, service users, carers and the public is at the heart of the Leadership Framework. The needs of the people who use services have always been central to healthcare and all staff work hard to improve services for them. However, if we are going to transform services, acting on what really matters to patients and the public is essential and involves the active participation of patients, carers, community representatives, community groups and the public in how services are planned, delivered and evaluated. (*Patient and Public Engagement, Department of Health (2009) Putting Patients at the Heart of Care: The Vision for Patient and Public Engagement in Health and Social Care* [www.dh.gov.uk/ppe](http://www.dh.gov.uk/ppe)).

Effective leadership can assist an organisation to gain efficiencies, help position itself to take advantage of growth opportunities as well as deliver high quality services to the public. Conversely, poor leadership is often cited as a reason for the demise of organisations, their inability to sustain performance levels and achieve their full potential.

### Leadership Development

Leadership development is designed to enhance the quality of leadership within organisations. There are many initiatives that relate to leadership development including MBA programmes, facilitated workshops, action learning sets, coaching and outdoor leadership programmes to name just a few. Leadership development programmes typically focus on identifying, developing and enhancing the leadership qualities, attitudes and skills of individuals.

### Leadership Development Initiatives

Leadership development initiatives can focus on the identification and development of individuals or groups. Examples of leadership development interventions include:

- **Identification of Leadership Talent** – Individuals can be assessed for a position using job specific behaviours. Assessments can be targeted at identifying leadership potential for the purposes of succession planning. (Read more about the LF and Assessment by visiting the LF Organisational Toolkit at [www.leadershipacademy.nhs.uk/lf-organisational-toolkit](http://www.leadershipacademy.nhs.uk/lf-organisational-toolkit))
- **Development Centres** – Development Centres are a form of assessment that can be targeted specifically at gathering information on individuals and using this information to assist them with identifying their leadership strengths and development areas and drawing up Personal Development Plans (PDPs).
- **Management & Leadership Development Programmes** – Such programmes are specifically designed to focus on leadership development and can take a variety of formats. Leadership development programmes might involve classroom based training, action learning sets, further education and qualifications, E-learning, self study and webinars to name just a few.
- **Executive Development Programmes** – Such programmes typically include activities aimed at developing executive leadership within organisations. Aspects of the programmes might focus on helping the organisation execute its strategy. Often such programmes include input from external institutions and might involve experts as guest speakers.
- **Change Management Programmes** – Organisational change management initiatives require individuals who are skilled at leading people during times of change. Change might include reductions in staffing levels and mergers for example.
- **360° Feedback** – The process of 360° feedback involves the systematic collection of performance data on an individual (the participant), gathered from a variety of useful sources (the raters) in a confidential manner. It allows individuals to identify areas of strength and any that require development. (Read more about the LF and 360° Feedback by visiting the LF Organisational Toolkit at [www.leadershipacademy.nhs.uk/lf-organisational-toolkit](http://www.leadershipacademy.nhs.uk/lf-organisational-toolkit)).

- **Coaching** – Coaching can be used to help individuals reflect on their leadership strengths and development areas. Coaching can form an important part of a leadership development initiative by assisting an individual to gain insight into their own leadership behaviours and preferences. (Read more about the LF and Coaching by visiting the LF Organisational Toolkit at [www.leadershipacademy.nhs.uk/lf-organisational-toolkit](http://www.leadershipacademy.nhs.uk/lf-organisational-toolkit))

## Use of the LF in Leadership Development

Leadership development initiatives need to be closely aligned with existing and future organisational requirements and succession plans. The Leadership Framework provides an organisationally defined set of behaviours that outline what is expected of staff in health and care within the specific context in which they operate. Detailed below is an illustration of how the Leadership Framework can be incorporated into various leadership development initiatives:

Leadership Development Intervention	LF Domain	Illustration of Incorporating the LF
Identification of Leadership Talent	Delivering the Strategy	The Board has identified Delivering the Strategy as a key quality linked to the future success of the organisation and linked to making service improvements. Senior Managers are assessed against this quality as part of the succession planning strategy.
Development Centres	Working with Others	Working with Others has been identified as a development need to encourage cross functional working and shared understanding. As part of a development programme, individuals take part in a development centre and are provided with feedback on their performance against the Improving Services quality.
Management & Leadership Development Programmes	Creating the Vision	A two day Leadership Development Programme is developed for a group of staff. One module is focused on Creating the Vision and thinking ahead. In this example, a focus group revealed that this quality was a key leadership development area for the target group moving forward.
Executive Development Programmes	Improving Services	A training needs analysis has revealed that Improving Services is an area that executives need to strengthen in order to deliver safe, high quality services to patients. This quality might form the foundation of a bespoke Executive Development programme.
Change Management Programmes	Setting Direction	A department is undergoing significant change. A programme is created to help managers understand how to manage and implement change. A key theme of this programme is focused around the domain of Setting Direction with a specific focus on identifying the context for change.
360 Degree Feedback	Managing Services	A newly promoted leader struggles to manage the complexity within their new role. The individual completes a 360 feedback questionnaire and Managing Services is identified as a development area by all twelve raters within the questionnaire. Developmental recommendations are included in the individual's Personal Development Plan (PDP).
Coaching	Demonstrating Personal Qualities	Specialist help is required around developing self awareness which has been identified as something which is inhibiting the ability of a leader to perform to their full potential. Personal blockers might have affected their ability to have an objective insight into their own behaviour.

Leadership development initiatives can target multiple areas of the Leadership Framework per intervention or focus on a specific quality. The table above simply illustrates how some of the domains might be identified as having relevance for a particular intervention. Leadership development can be undertaken for a variety of reasons and the content of a leadership development initiative can include a mix of tools and activities. Such initiatives need to be tailored to the specific requirements of each situation. In some situations it may be appropriate to use more than one intervention as a series of elements that forms part of an overall leadership development initiative.

Don't forget, the Leadership Development Module is there to help support staff in the development of all leadership qualities. Please visit [www.leadershipacademy.nhs.uk/leadership-development-module](http://www.leadershipacademy.nhs.uk/leadership-development-module) to access the material.

## FAQ

### **Do I have to include all domains/elements in a Leadership Development Initiative?**

There is no requirement to include all the Domains or Elements in a leadership development initiative or intervention. Some instruments such as the LF 360° feedback processes will assess all of the domains at the same time. A one day leadership development programme for example might just target one of the areas. How many domains/elements are covered in a leadership intervention depends on factors such as the objectives, outputs and time set aside for running the initiative.

### **Which of the LF domains are most appropriate for inclusion in a leadership development initiative?**

The domains that are integrated into the design of a leadership development initiative should be based on an analysis of the requirements and purpose of the initiative being considered. Questionnaires, training needs analysis, interviews and focus groups are typically used to identify what domains should form part of a leadership development initiative. It is theoretically possible to include all seven domains into a targeted leadership development initiative but it may be appropriate in some situations to focus on only a selection.

### **Leadership development seems to be a broad topic area. Which specific leadership development initiative is most appropriate for my requirements?**

The choice of leadership development initiative will depend on the purpose of what you are trying to achieve. Is the initiative focused on selecting leaders, drawing up succession plans, developing individuals or a combination of these requirements? What is the broader leadership development strategy? The objective and outputs that are important to you will determine whether a single intervention or a mix of interventions will best meet your needs.