

The below mapping has been produced to assist colleagues who are seeking to compare the Healthcare Leadership Model with the Leadership Framework (LF). While no gaps are identified between the Healthcare Leadership Model and the LF, it is important to note that some areas of the model are not as well expressed in the LF. Research has shown that all nine dimensions of the Healthcare Leadership Model are important to an individual’s leadership role.

It is also important to remember that the behavioural indicators in the LF are hierarchical, while those in the Healthcare Leadership are not. The four-part scale used in the Healthcare Leadership Model increases in complexity and sophistication, but is not tied to specific job roles or levels. The scale ranges from ‘essential’ through ‘proficient’ and ‘strong’ to ‘exemplary’. The four stages identified in the LF are: Stage 1 (Own practice/immediate team), Stage 2 (Whole service/across teams), Stage 3 (Across services/wider organisation), and Stage 4 (Whole organisation/healthcare system).

Healthcare Leadership Model	Leadership Framework
Inspiring shared purpose	Developing self-awareness (1.1)
	Acting with integrity (1.4)
	Building and maintaining relationships (2.2)
	Encouraging improvement and innovation (4.3)
	Facilitating transformation (4.4)
	Making decisions (5.3)
	Developing the vision for the organisation (6.1)
	Embodying the vision (6.4)
	Embedding the strategy (7.4)
Leading with Care	Developing self-awareness (1.1)
	Managing yourself (1.2)
	Working within teams (2.4)
	Managing people (3.3)
Evaluating information	Critically evaluating (4.2)
	Encouraging improvement and innovation (4.3)
	Planning (3.1)
	Managing resources (3.2)
	Applying knowledge and evidence (5.2)
	Evaluating impact (5.4)
	Developing the vision for the organisation (6.1)
	Framing the strategy (7.1)
	Developing the strategy (7.2)
Connecting our service	Developing networks (2.1)
	Planning (3.1)
	Identifying the contexts for change (5.1)
	Making decisions (5.3)
	Developing the vision for the organisation (6.1)
	Influencing the vision of the wider healthcare system (6.2)
	Embedding the strategy (7.4)
Sharing the vision	Communicating the vision (6.3)
Engaging the team	Building and maintaining relationships (2.2)
	Encouraging contribution (2.3)
	Managing people (3.3)
Holding to account	Acting with integrity (1.4)
	Managing performance (3.4)
	Ensuring patient safety (4.1)
	Implementing the strategy (7.3)
	Embedding the strategy (7.4)
Developing capability	Continuing personal development (1.3)
Influencing for results	Applying knowledge and evidence (5.2)
	Making decisions (5.3)
	Influencing the vision of the wider healthcare system (6.2)