

Inspiring shared purpose

**Exemplary: Making courageous challenges for the benefit of the service**

Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk?  
Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?

Leading with Care

**Exemplary: Spreading a caring environment beyond my own area**

Do I take positive action to make sure other leaders are taking responsibility for the emotional wellbeing of their teams?  
Do I share responsibility for colleagues' emotional wellbeing even when I may be junior to them?

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Evaluating Information

**Exemplary: Developing new concepts**

Do I develop strategies based on new concepts, insights, or perceptive analysis?  
Do I create improved pathways, systems or processes through insights that are not obvious to others?  
Do I carry out, or encourage, research to understand the root causes of issues?

Connecting our Service

**Exemplary: Working strategically across the system**

Do I build strategic relationships to make links across the broader system?  
Do I understand how complex connections across the health economy affect the efficiency of the system?  
Do I understand which issues affect decisions across the system so that I can anticipate how other stakeholders will react?

<u>Sharing the vision</u>  <b>Exemplary : Inspiring confidence for the future</b>  Do I display confidence and integrity under robust and public criticism?  Do I describe future changes in a way that inspires hope, and re-assures staff, patients and the public?  Do I explain controversial and complex plans in a way that different groups can hear, understand and accept?	<u>Engaging the team</u>  <b>Exemplary: Stretching the team for excellence and innovation</b>  Do I stretch my team so that they deliver a fully ‘joined-up’ service, and so give the best value they can?  Do I support other leaders to build success within and beyond my organisation?
<u>Holding to account</u>  <b>Exemplary : Creating a mindset for innovative change</b>  Do I encourage a climate of high expectations in which everyone looks for ways for service delivery to be even better?  Do I share stories and symbols of success that create pride in achievement?  Do I champion a mindset of high ambition for individuals, the team and the organisation?	<div><u>Influencing for results</u>  <b>Exemplary: Building sustainable commitments</b>  Do I contribute calmly and productively to debates arising from strongly-held beliefs, even when my own emotions have been excited?  Do I build enough support for the idea or initiative to take on a life of its own?  Do I act as an ambassador for my organisation to gain reputational influence by sharing experiences and best practice nationally and internationally?</div> <div><u>Developing capability</u>  <b>Exemplary: Creating systems for succession to all key roles</b>  Do I create a common purpose to unite my team and enable them to work seamlessly together to deliver?  Do I encourage my team to deliver on the shared purpose, as much as on their individual targets?  Do I create the conditions in which others take responsibility for their development and learn from each other?  Do I take a strategic approach to people development based on the future needs of the NHS?  Do I share in broad organisational development and succession planning beyond my area of work?</div>