

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> Exemplary : Inspiring confidence for the future 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> Exemplary: Stretching the team for excellence and innovation 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> Exemplary : Creating a mindset for innovative change 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> Exemplary: Building sustainable commitments 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> Exemplary: Creating systems for succession to all key roles 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>