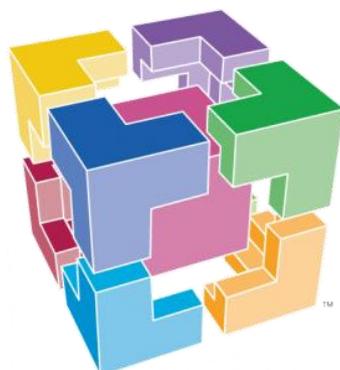


Introducing the...

Healthcare Leadership Model



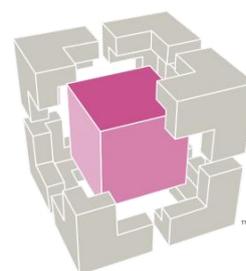
We've developed the Healthcare Leadership Model to help staff who work in health and care to become better leaders. It is useful for **everyone** – whether you have formal leadership responsibility or not, if you work in a clinical or other service setting, and if you work with a team of five people or 5,000. It describes the things you can see leaders doing at work, and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.

A summary of the nine behavioural dimensions are below. Find out more at www.leadershipacademy.nhs.uk/leadershipmodel

Inspiring shared purpose

What is it? Valuing a service ethos; curious about how to improve services and patient care; behaving in a way that reflects the principles and values of the NHS

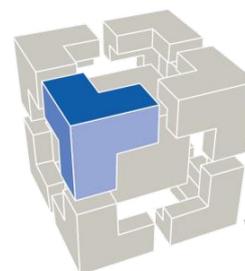
Why is it important? Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community



Leading with care

What is it? Having the essential personal qualities for leaders in health and social care; understanding the unique qualities and needs of a team; providing a caring, safe environment to enable everyone to do their jobs effectively

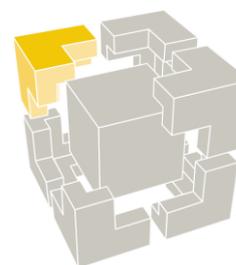
Why is it important? Leaders understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users



Evaluating information

What is it? Seeking out varied information; using information to generate new ideas and make effective plans for improvement or change; making evidence-based decisions that respect different perspectives and meet the needs of all service users

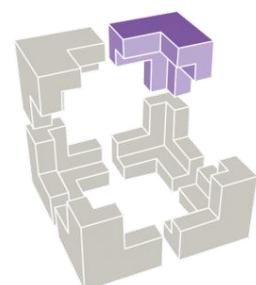
Why is it important? Leaders are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement



Connecting our service

What is it? Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact

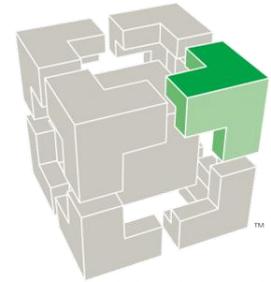
Why is it important? Leaders understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively



Sharing the vision

What is it? Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting

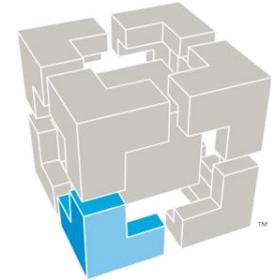
Why is it important? Leaders convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in



Engaging the team

What is it? Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service

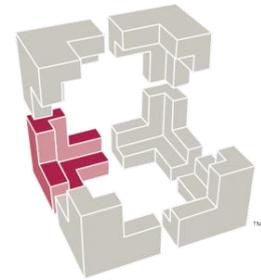
Why is it important? Leaders promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members



Holding to account

What is it? Agreeing clear performance goals and quality indicators; supporting individuals and teams to take responsibility for results; providing balanced feedback

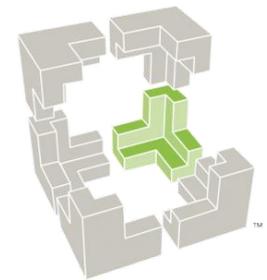
Why is it important? Leaders create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service delivery



Developing capability

What is it? Building capability to enable people to meet future challenges; using a range of experiences as a vehicle for individual and organisational learning; acting as a role model for personal development

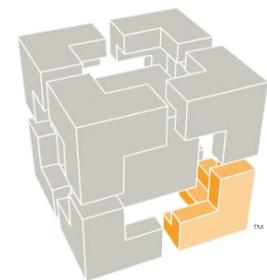
Why is it important? Leaders champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure



Influencing for results

What is it? Deciding how to have a positive impact on other people; building relationships to recognise other people's passions and concerns; using interpersonal and organisational understanding to persuade and build collaboration

Why is it important? Leaders are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery.



For each dimension, leadership behaviours are shown on a four-part scale which ranges from 'essential' through 'proficient' and 'strong' to 'exemplary'. **Where on the scale are you?**

Find out more at: www.leadershipacademy.nhs.uk/leadershipmodel