

Key Leadership Competencies

1. CREATES VISION

Role model for Trust Values
Creates vision, strategic direction and purpose
Develops organisational culture
Creates strategic alignment
Horizon scanning
Develops strategic alliances and partnerships
Systems enablers
Identifies and encourages talent in future leaders

2. DEVELOPS STRATEGY, PROVIDES DIRECTION

Role model for Trust values
Translates vision/directions/strategy for others
Empowers others to deliver results and identifies talent
Ensures alignment to vision and business strategy
Thinks and acts strategically and systemically
Leads change, service re-design and integration
Engages & empowers staff, & builds team resilience
Identifies innovation opportunities
Enables and encourages cross-boundary working and develops external relationships
Manages organisational complexity & ambiguity
Takes managed risks

3. DELIVERS STRATEGY

Role model for Trust values
Interprets strategy into operational activity
Empowers and supports others to deliver results
Enables alignment to vision and business strategy
Thinks strategically and joined-up to create links to operational activity
Provides clarity on accountabilities, systems & processes
Leads and enables change, re-design and integration as well as identifying improvement opportunities
Encourages and enables constructive debate
Builds personal and team resilience & encourages constructive debate through engagement
Identifies and encourages talent in future leaders

4. LINKS STRATEGY AND OPERATIONS

Role model for Trust values
Delivers strategy in operational context
Delegates, leads the team, coaches and develops others
Builds personal and team resilience and adapts to change
Manages difficult situations and resolves conflict
Solves problems innovatively
Builds and maintains relationships through engagement

5. GUIDES DAY-TO-DAY OPERATIONS

Role model for Trust values
Ensures operational activity is delivered on across team
Monitors and supervises people, tasks and team
Makes decisions & acts on them within strategic context
Works collaboratively to achieve desired results
Delivers a continually improving service
Builds personal and team resilience

6. DELIVERS DAY-TO-DAY OPERATIONS

Role model for Trust values
Delivers a continually improving service
Accountable for own actions
Makes decisions & acts on them within strategic context
Works with a curiosity for a job done well
Builds personal resilience
Contributes to team outcomes
Questions

Behaviours, Attitudes, Skills, and Knowledge of a Great Leader

THE STRATEGIC LEADER

Has personal resilience and support others in developing their resilience
Uses influencing skills to achieve and deliver the unexpected
Develops a compelling story of the future journey for 1:1 meetings, in groups and in presentations
Works as an enabler of change
Leads in an inclusive way using permissions in place of authority – staff are motivated & inspired to follow
Builds trust through being openly human, displaying sincere emotions
Scans the horizon for future challenges, and takes real risks to get there for the rewards that are possible
Builds relationships through positivity and optimism and by demonstrating personal commitment to the vision and strategy
Thinks strategically and translates the transformation to an individual level
Inspires through their faith and belief in their own abilities and those around them
Engages others with enthusiasm, seeing change as an enabler and an opportunity

THE OPERATIONAL LEADER

Has personal resilience and develops resilience within their team
Translates the transformation into something meaningful to individuals in the team
Creates meaning and context for staff
Is optimistic and hopeful about the future and talks positively to staff about what is happening
Has faith in their own abilities and believes in the ability of the team and individuals to reform
Takes setbacks and difficulties as solvable challenges
Celebrates team and individual successes, and saves others from going under the bus
Asks for support for self and team, and graciously accepts guidance that enables transformation
Knows that their job is about helping others on a personal level
Enables collaborative debate in place of blame
Coaches individuals to see the opportunities

THE PERSONAL LEADER

Has personal resilience to support them through complex transformation
Is optimistic and hopeful, and is personally committed to taking radical action for results
Collaborates with others, never too good to roll up their sleeves and get the job done
Has an intellectual curiosity about transformation
Makes meaningful connections with people to get the job done

1

System Leader

Board
Execs, Non-Execs

2

Strategic Leader

COOs / Directors / Medics
Medics and Bands 9, 8d, 8c

3

Strategic Service/Senior Leader

Service Line Manager,
Heads of Service
Senior Clinicians

Band 8b, 8a

4

Tactical Middle Leader

Matrons
Ward Managers
Team Managers

Band 7

5

Operational First Line Leader

Team Supervisors
Charge Nurses / In-Charge
Bands 5, 6

6

Stewardship/Personal Leader

Everyone
All Professions
All Bands