

## FMLM Professional Standards links with the NHS Leadership Framework, the Healthcare Leadership Model and the General Medical Council

The FMLM Professional Standards have been mapped with the NHS Leadership Framework, the Healthcare Leadership Model and the General Medical Council model. This map has been developed by Dr Sonia Panchal, Leadership Clinical Fellow, Health Education East Midlands and previous National Medical Director's Clinical Fellow 2013/14.

### Demonstrating personal qualities

NHS Leadership Framework		NHS Leadership Academy Healthcare Leadership Model		GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals	
1. Demonstrating personal qualities	1.1 Developing Self Awareness	Inspiring Shared Purpose		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	Duties of a doctor in the workplace (2b) Working with colleagues: <i>Respect for colleagues</i> (8) Employment: <i>Induction &amp; mentoring</i> (53)	SELF - Self awareness and self development 1. Demonstrates a clear people and patient-centred approach, considering the impact of their style, decisions and actions on all those affected
		Leading with care	What is it? Why is it important? What is it not?	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 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 Making excuses for poor performance • Avoiding responsibility for the wellbeing of colleagues in your team • Failing to understand the impact of your own emotions or behaviour on colleagues • Taking responsibility away from others	Duties of a doctor in the workplace (2d), Working with colleagues: <i>Leadership</i> (3, 4) <i>Communication within &amp; between teams</i> (11a,11b,11c,13) <i>Responsibility &amp; accountability</i> (17a,17b,17c,19a,19b)	SELF - Self awareness and self development 6. Acknowledges own limitations and prepared to seek support from others in order to achieve the best outcomes.
	1.2 Managing yourself	Leading with care	Essential:	Caring for the team Do I notice negative or unsettling emotions in the team and act to put the situation right? Do my actions demonstrate that the health and wellbeing of my team are important to me? Do I carry out genuine acts of kindness for my team?	Maintaining & improving standards of care: <i>Reflecting on your practice</i> (22) Employment: <i>Mentoring</i> (56,57,58,59) <i>Performance &amp; health</i> (69,70,71,72)	SELF - Self awareness and self development 2. Manages own emotions and adapts leadership style to have the maximum positive impact on others
			Proficient:	Recognising underlying reasons for behaviour • Do I understand the underlying reasons for my behaviour and recognise how it affects my team? • Can I 'read' others, and act with appropriate empathy, especially when they are different from me? • Do I help my colleagues to make the connection between the way they feel and the quality of the service they provide?	Planning, using & managing resources: <i>Honesty, integrity &amp; conflicts of interest</i> (89,90,91,92)	SELF - Personal resilience, drive and energy 2. Remains calm and objective in situations of pressure or conflict
	1.3 Continuing personal development	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	Duties of a doctor in the workplace (2f) Maintaining & improving standards of care: <i>Performance review &amp; revalidation</i> (35,37) Employment: <i>Mentoring</i> (56,57,58,59) <i>Supervision</i> (60,61,62) <i>Teaching &amp; training</i> (63,64)	SELF - Self awareness and self development 3. Seeks and acts upon feedback from patients, colleagues and other professionals regarding own effectiveness and possible areas for 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		SELF - Self awareness and self development 4. Commits time to professional development and keeps own skills and knowledge up to date
			What is it not?	Focusing on development for short-term task accomplishment • Supporting only technical learning at the expense of other forms of growth and development • Developing yourself mainly for your own benefit • Developing only the 'best' people		SELF - Self awareness and self development 4. Establishes and maintains strong professional and support networks
			Essential:	Providing opportunities for people development Do I often look for opportunities to develop myself and learn things outside my comfort zone? Do I understand the importance and impact of people development? Do I build people development into my planning for my team?		
			Proficient:	Taking multiple steps to develop team members Do I explore and understand the strengths and development needs of individuals in my team? Do I provide development opportunities for other people through experience and formal training? Do I look for and provide regular positive and developmental feedback for my team to help them focus on the right areas to develop professionally?		
			Strong:	Building longer-term capability Do I explore the career aspirations of colleagues in my team and shape development activities to support them? Do I provide long-term mentoring or coaching? Do I spot high-potential colleagues or capability gaps in my team and focus development efforts to build on or deal with the situation?		
1.4 Acting with integrity	Inspiring Shared Purpose	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	Duties of a doctor in the workplace (2b) Working with colleagues: <i>Respect for colleagues</i> (8) Employment: <i>Induction &amp; mentoring</i> (53)	SELF - Personal resilience, drive and energy 1. Takes full accountability for actions and decisions within own areas of responsibility	
		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	Duties of a doctor in the workplace (2c) Working with colleagues: <i>Responsibility and accountability</i> (19c)	SELF - Personal resilience, drive and energy 4. Has the courage to speak up and speak out when standards, quality or safety are threatened. Constructively challenges others when there is an opportunity for improvement
			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	Maintaining & improving standards of care: <i>Reflecting on your practice</i> (26,29) <i>Performance review &amp; revalidation</i> (30,31,32) Planning, using & managing resources (79a 79b) <i>Allocating resources</i> (84,85,86)	SELF - Personal resilience, drive and energy 5. Works to a high standard and earns the respect of colleagues. Manages own time effectively, and is trusted by others to deliver commitments and promises.

## Working with others

NHS Leadership Framework	NHS Leadership Academy Healthcare Leadership Model			GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals	
2. Working with others	2.1 Developing networks	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	<b>Working with colleagues: Respect for colleagues (8)</b> <b>Employment: Induction &amp; mentoring (53)</b>	SELF - Self awareness and self development 4. Establishes and maintains strong professional and support networks
						<b>TEAM PLAYER/TEAM LEADER - Cross-team collaborations 1.</b> Identifies opportunities for collaboration and partnership, connecting people with diverse perspectives and interests <b>TEAM PLAYER/TEAM LEADER - Cross-team collaborations 2.</b> Seeks out beyond the immediate team and professional area for new perspectives, ideas and experiences and shares best practice, incorporating this to enhance quality and delivery of services
	2.2 Building and maintaining relationships	Inspiring Shared Purpose	What is it not?	Turning a blind eye • Using values to push a personal or 'tribal' agenda • Hiding behind values to avoid doing your best • Self-righteousness • Misplaced tenacity • Shying away from doing what you know is right	<b>Duties of a doctor in the workplace (2b)</b> <b>Working with colleagues: Respect for colleagues (8)</b> <b>Employment: Induction &amp; mentoring (53)</b>	SELF - Self awareness and self development 4. Establishes and maintains strong professional and support networks
		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		<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 4.</b> Supports a diverse workforce and understands the value diversity brings to patient care <b>TEAM PLAYER/TEAM LEADER - Effective teamwork 5.</b> Demonstrates trust and respect for colleagues and is seen as a role model for effective team-working
			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		<b>TEAM PLAYER/TEAM LEADER - Cross-team collaborations 3.</b> Engages the wider medical community in the teaching, training and support of own work and that of colleagues <b>TEAM PLAYER/TEAM LEADER - Cross-team collaborations 4.</b> Openly shares own networks with colleagues and partners to improve information, influencing. Connects individuals, teams and organisations for mutual benefit
		Engaging the Team	What is it not?	Building plans without consultation • Autocratic leadership • Failing to value diversity • Springing ideas on others without discussion		<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 2.</b> Asks others for their opinions and ideas, actively listens and takes their views onboard in order to deliver the best outcomes for all
	2.3 Encouraging contribution	Engaging the Team	Essential:	<b>Involving the team</b> Do I recognise and actively appreciate each person's unique perspectives and experience? Do I listen attentively to my team and value their suggestions? Do I ask for contributions from my team to raise their engagement?	<b>Duties of a doctor in the workplace (2a)</b> <b>Working with colleagues: Leadership (3, 4,5) Respect for colleagues (6) Communication within &amp; between teams (10,11a,11b,11c,13) Responsibility &amp; accountability (17a, 17b, 17c,19b)</b> <b>Maintaining &amp; improving standards of care: Reflecting on your practice (29)</b>	<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 6.</b> Empowers and motivates others to deliver and innovate
	2.4 Working within teams	Engaging the Team	Proficient:	<b>Fostering creative participation</b> Do I ask for feedback from my team on things that are working well and things we could improve? Do I shape future plans together with my team? Do I encourage my team to identify problems and solve them?		<b>SELF - Self awareness and self development 2.</b> Manages own emotions and adapts leadership style to have the maximum positive impact on others <b>TEAM PLAYER/TEAM LEADER - Effective teamwork 1.</b> Fully participates in multi-disciplinary teams in order to achieve the best possible outcomes for all those who use and deliver services
			Strong:	<b>Co-operating to raise the game</b> Do I enable my team to feed off each other's ideas, even if there is a risk the ideas might not work? Do I encourage team members to get to know each other's pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched? Do I offer support and resources to other teams in my organisation?		<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 3.</b> Attracts and develops talent. Coaches to develop individuals to reach their full potential
						<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 4.</b> Supports a diverse workforce and understands the value diversity brings to patient care <b>CORPORATE RESPONSIBILITY - Corporate culture and innovation 2.</b> Motivates and inspires others to achieve high standards and improve services
					<b>TEAM PLAYER/TEAM LEADER - Effective teamwork 8.</b> Is supportive, available and approachable. Responds quickly and positively when asked for help. Celebrates success	

## Managing services

NHS Leadership Framework		NHS Leadership Academy Healthcare Leadership Model		GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals	
3. Managing services	3.1 Planning	Connecting our service	<b>Why is it important?</b> 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	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 1. Ensures adherence to the principles of good corporate and clinical governance	
		Evaluating Information	<b>What is it?</b> 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		<b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 1. Identifies opportunities for collaboration and partnership, connecting people with diverse perspectives and interests <b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 3. Engages the wider medical community in the teaching, training and support of own work and that of colleagues	
	3.2 Managing resources	Evaluating Information	<b>Why is it important?</b> 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		<b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (23,26)	<b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 4. Openly shares own networks with colleagues and partners to improve information, influencing. Connects individuals, teams and organisations for mutual benefit <b>CORPORATE RESPONSIBILITY</b> - Corporate team player 1. Ensures adherence to the principles of good corporate and clinical governance
					<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 2. Understands the competing demands for resources and actively supports fair and appropriate allocation <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 2. Asks others for their opinions and ideas, actively listens and takes their views onboard in order to deliver the best outcomes for all <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 5. Demonstrates trust and respect for colleagues and is seen as a role model for effective team-working	
	3.3 Managing People	Leading with care	<b>Strong:</b> Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users? Do I help create the conditions that help my team provide mutual care and support? Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for service users?	<b>Providing opportunities for mutual support</b> Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users? Do I help create the conditions that help my team provide mutual care and support? Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for service users?	<b>Duties of a doctor in the workplace</b> (2d) <b>Working with colleagues:</b> <i>Leadership</i> (3, 4) <i>Communication within &amp; between teams</i> (11a,11b,11c,13) <i>Responsibility &amp; accountability</i> (17a,17b,17c,19a,19b) <b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (22) <b>Employment:</b> <i>Mentoring</i> (56,57,58,59) <i>Performance &amp; health</i> (69,70,71,72) <b>Planning, using &amp; managing resources:</b> <i>Honesty, integrity &amp; conflicts of interest</i> (89,90,91,92)	<b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 7. Delegates effectively, sets clear objectives, provides feedback, and holds people to account. Actively manages poor performance and behaviour
			<b>Exemplary:</b> 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?	<b>Spreading a caring environment beyond my own area</b> 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?		<b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 8. Is supportive, available and approachable. Responds quickly and positively when asked for help. Celebrates success
		Engaging the Team	<b>Exemplary:</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? 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?	<b>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? 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?	<b>Duties of a doctor in the workplace</b> (2a) <b>Working with colleagues:</b> <i>Leadership</i> (3, 4,5) <i>Respect for colleagues</i> (6) <i>Communication within &amp; between teams</i> (10,11a,11b,11c,13) <i>Responsibility &amp; accountability</i> (17a, 17b, 17c,19b) <b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (29)	<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 2. Motivates and inspires others to achieve high standards and improve services
	3.4 Managing performance	Holding to account	<b>What is it not?</b> Setting unclear targets • Tolerating mediocrity • Making erratic and changeable demands • Giving unbalanced feedback (too much praise or too little) • Making excuses for poor or variable performance • Reluctance to change		<b>Duties of a doctor in the workplace</b> (2c) <b>Working with colleagues:</b> <i>Responsibility and accountability</i> (19c) <b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (26,29) <i>Performance review &amp; revalidation</i> (30,31,32) <b>Planning, using &amp; managing resources</b> (79a 79b) <i>Allocating resources</i> (84,85,86)	<b>SELF</b> - Personal resilience, drive and energy 4. Has the courage to speak up and speak out when standards, quality or safety are threatened. Constructively challenges others when there is an opportunity for improvement <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 7. Delegates effectively, sets clear objectives, provides feedback, and holds people to account. Actively manages poor performance and behaviour
			<b>Essential:</b> Do I take personal responsibility for my own performance? Do I specify and prioritise what is expected of individuals and the team? Do I make tasks meaningful and link them to organisational goals? Do I make sure individual and team goals are SMART*? <i>*SMART stands for Specific, Measurable, Achievable, Relevant, Timed</i>	<b>Setting clear expectations</b> Do I take personal responsibility for my own performance? Do I specify and prioritise what is expected of individuals and the team? Do I make tasks meaningful and link them to organisational goals? Do I make sure individual and team goals are SMART*? <i>*SMART stands for Specific, Measurable, Achievable, Relevant, Timed</i>		<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 3. Makes clear, transparent evidence-based decisions even when faced with situations of ambiguity and uncertainty

## Improving services

NHS Leadership Framework	NHS Leadership Academy Healthcare Leadership Model			GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals	
4. Improving services	4.1 Ensuring patient safety	Holding to account	<b>Proficient:</b>	<b>Managing and supporting performance</b> Do I challenge ways of thinking and encourage people to use data to support their business planning and decision making? Do I set clear standards for behaviour as well as for achieving tasks? Do I give balanced feedback and support to improve performance? Do I act quickly to manage poor performance?	<b>Duties of a doctor in the workplace (2c)</b> <b>Working with colleagues: Responsibility and accountability (19c)</b> <b>Maintaining &amp; improving standards of care: Reflecting on your practice (26,29) Performance review &amp; revalidation (30,31,32)</b> <b>Planning, using &amp; managing resources (79a 79b) Allocating resources (84,85,86)</b>	<b>SELF</b> - Personal resilience, drive and energy 4. Has the courage to speak up and speak out when standards, quality or safety are threatened. Constructively challenges others when there is an opportunity for improvement
						<b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 3. Engages the wider medical community in the teaching, training and support of own work and that of colleagues  <b>CORPORATE RESPONSIBILITY</b> - Corporate team player 4. Considers, assesses and manages potential risks when making decisions that impact upon patients, colleagues and their organisation
	4.2 Critically Evaluating	Evaluating Information	<b>What is it not?</b>	Failing to look beyond the obvious • Collecting data without using it • Thinking only about your own measures or experience • Reluctance to look for better ways of doing things • Ignoring problems by ignoring data • Using research as a weapon	<b>Maintaining &amp; improving standards of care: Reflecting on your practice (23,26)</b>	<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 4. Considers, assesses and manages potential risks when making decisions that impact upon patients, colleagues and their organisation  <b>CORPORATE RESPONSIBILITY</b> - Corporate team player 3. Makes clear, transparent evidence-based decisions even when faced with situations of ambiguity and uncertainty
			<b>Essential:</b>	<b>Gathering data</b> Do I collect feedback from service users? Do I collect and record the essential data for my area of work accurately and on time? Am I regularly thinking about ways to do my job more effectively? Can I see patterns that help me to do things better, more efficiently or with less waste?		<b>SELF</b> - Personal resilience, drive and energy 4. Has the courage to speak up and speak out when standards, quality or safety are threatened. Constructively challenges others when there is an opportunity for improvement  <b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 2. Seeks out beyond the immediate team and professional area for new perspectives, ideas and experiences and shares best practice, incorporating this to enhance quality and delivery of services
	4.3 Encouraging improvement and innovation	Inspiring Shared Purpose	<b>Essential:</b>	<b>Staying true to NHS principles and values</b> Do I act as a role model for belief in and commitment to the service? Do I focus on how what I do contributes to and affects patient care or other service users? Do I enable colleagues to see the wider meaning in what they do?	<b>Duties of a doctor in the workplace (2b)</b> <b>Working with colleagues: Respect for colleagues (8)</b> <b>Employment: Induction &amp; mentoring (53)</b>	<b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 3. Engages the wider medical community in the teaching, training and support of own work and that of colleagues  <b>CORPORATE RESPONSIBILITY</b> - Corporate team player 5. Participates in wider organisational initiatives that enable and promote excellence in healthcare  <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 1. Relentlessly identifies and supports opportunities for improvement  <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 4. Is forward thinking and helps the organisation to prepare for new challenges and innovation  <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 2. Motivates and inspires others to achieve high standards and improve services  <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 2. Motivates and inspires others to achieve high standards and improve services
						<b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 2. Seeks out beyond the immediate team and professional area for new perspectives, ideas and experiences and shares best practice, incorporating this to enhance quality and delivery of services  <b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 3. Engages the wider medical community in the teaching, training and support of own work and that of colleagues
	4.4 Facilitating transformation	Inspiring Shared Purpose	<b>Proficient:</b>	<b>Holding to principles and values under pressure</b> Do I behave consistently and make sure that others do so even when we are under pressure? Do I inspire others in tough times by helping them to focus on the value of their contribution? Do I actively promote values of service in line with NHS principles?		<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 5. Participates in wider organisational initiatives that enable and promote excellence in healthcare

## Setting direction

NHS Leadership Framework	NHS Leadership Academy Healthcare Leadership Model			GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals	
5. Setting direction	5.1 Identifying the contexts for change					CORPORATE RESPONSIBILITY - Corporate culture and innovation 1. Relentlessly identifies and supports opportunities for improvement
						CORPORATE RESPONSIBILITY - Corporate culture and innovation 4. Is forward thinking and helps the organisation to prepare for new challenges and innovation
	Connecting our service	<b>What is it not?</b>	Being rigid in your approach • Thinking about only my part of the organisation • Believing only your view is the right one • Thinking politics is a dirty word • Failing to engage with other parts of the system • Focusing solely on the depth of your area at the expense of the broader service	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)		CORPORATE RESPONSIBILITY - Corporate team player 6. Recognises and can navigate professional and political tensions
	5.2 Applying knowledge and evidence	Influencing for results	<b>What is it?</b>	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	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (6)	CORPORATE RESPONSIBILITY - Corporate team player 3. Makes clear, transparent evidence-based decisions even when faced with situations of ambiguity and uncertainty
			<b>Why is it important?</b>	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		CORPORATE RESPONSIBILITY - Corporate team player 4. Considers, assesses and manages potential risks when making decisions that impact upon patients, colleagues and their organisation
			<b>What is it not?</b>	Being insular • Pushing your agenda without regard to other views • Only using one influencing style • Being discourteous or dismissive		CORPORATE RESPONSIBILITY - Corporate team player 6. Recognises and can navigate professional and political tensions
	Evaluating Information	<b>Proficient:</b>	<b>Scanning widely</b> Do I look outside my area of work for information and ideas that could bring about continuous improvement? Do I establish ongoing methods for measuring performance to gain a detailed understanding of what is happening? Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?	<b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (23,26)		CORPORATE RESPONSIBILITY - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour
	5.3 Making decisions	Influencing for results	<b>Essential:</b>	<b>Engaging with others to convince or persuade</b> Am I respectful in all circumstances? Do I listen to different views? Do I share issues and information to help other people understand my thinking? Do I develop and present well-reasoned arguments? Do I avoid jargon and express myself clearly?	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (6)	SELF - Personal resilience, drive and energy 1. Takes full accountability for actions and decisions within own areas of responsibility
			<b>Proficient:</b>	<b>Adapting my approach to connect with diverse groups</b> Do I adapt my communication to the needs and concerns of different groups? Do I use stories, symbols and other memorable approaches to increase my impact? Do I check that others have understood me? Do I create formal and informal two-way communication channels so I can be more persuasive?		CORPORATE RESPONSIBILITY - Corporate team player 1. Ensures adherence to the principles of good corporate and clinical governance
		Connecting our service	<b>Essential:</b>	<b>Recognising how my area of work relates to other parts of the system</b> Do I understand the formal structure of my area of work and how it fits with other teams? Do I keep up to date with changes in the system to maintain efficiency? Do I hand over effectively to others and take responsibility for continuity of service provision?	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	CORPORATE RESPONSIBILITY - Corporate team player 4. Considers, assesses and manages potential risks when making decisions that impact upon patients, colleagues and their organisation
Inspiring Shared Purpose		<b>Strong:</b>	<b>Taking personal risks to stand up for the shared purpose</b> Do I have the self-confidence to question the way things are done in my area of work? Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback? Do I support my team or colleagues when they challenge the way things are done?	<b>Duties of a doctor in the workplace</b> (2b) <b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	CORPORATE RESPONSIBILITY - Corporate team player 6. Recognises and can navigate professional and political tensions	
5.4 Evaluating impact	Evaluating Information	<b>Proficient:</b>	<b>Scanning widely</b> Do I look outside my area of work for information and ideas that could bring about continuous improvement? Do I establish ongoing methods for measuring performance to gain a detailed understanding of what is happening? Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?	<b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (23,26)	CORPORATE RESPONSIBILITY - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour	

Creating the vision

NHS Leadership Framework	NHS Leadership Academy Healthcare Leadership Model		GMC Good Medical Practice	FMLM Leadership and management standards for medical professionals		
6. Creating the vision	6.1 Developing the vision for the organisation	Connecting our service	<b>Proficient:</b> Understanding the culture and politics across my organisation Do I understand the informal 'chain of command' and unwritten rules of how things get done? Do I know what I need to do and who to go to so that well-judged decisions are made in my organisation?	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 5. Participates in wider organisational initiatives that enable and promote excellence in healthcare	
		Inspiring Shared Purpose	<b>Exemplary:</b> <b>Making courageous challenges for the benefit of the service</b> 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?	<b>Duties of a doctor in the workplace</b> (2b) <b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 6. Recognises and can navigate professional and political tensions	
		Evaluating Information	<b>Strong:</b> <b>Thinking creatively</b> Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks? Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work? Do I creatively apply fresh approaches to improve current ways of working?	<b>Maintaining &amp; improving standards of care:</b> <i>Reflecting on your practice</i> (23,26)	<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 1. Relentlessly identifies and supports opportunities for improvement <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 4. Is forward thinking and helps the organisation to prepare for new challenges and innovation <b>TEAM PLAYER/TEAM LEADER</b> - Cross-team collaborations 2. Seeks out beyond the immediate team and professional area for new perspectives, ideas and experiences and shares best practice, incorporating this to enhance quality and delivery of services <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 4. Supports a diverse workforce and understands the value diversity brings to patient care <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 2. Asks others for their opinions and ideas, actively listens and takes their views onboard in order to deliver the best outcomes for all <b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 1. Fully participates in multi-disciplinary teams in order to achieve the best possible outcomes for all those who use and deliver services	
	6.2 Influence the vision for the wider healthcare system	Connecting our service	<b>Strong:</b> <b>Adapting to different standards and approaches outside my organisation</b> Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas? Am I flexible in my approach so I can work effectively with people in organisations that have different standards and approaches from mine? Do I act flexibly to overcome obstacles?	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	<b>CORPORATE RESPONSIBILITY</b> - Corporate team player 6. Recognises and can navigate professional and political tensions	
		Influencing for results	<b>Strong:</b> <b>Developing collaborative agendas and consensus</b> Do I use 'networks of influence' to develop consensus and buy-in? Do I create shared agendas with key stakeholders? Do I use indirect influence and partnerships across organisations to build wide support for my ideas? Do I give and take?	<b>Working with colleagues:</b> <i>Respect for colleagues</i> (6)	<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 1. Relentlessly identifies and supports opportunities for improvement	
			<b>Exemplary:</b> <b>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?		<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 4. Is forward thinking and helps the organisation to prepare for new challenges and innovation <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour	
	6.3 Communicating the vision	Sharing the vision	<b>What is it?</b>	Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting		<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 2. Motivates and inspires others to achieve high standards and improve services
			<b>Why is it important?</b>	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		<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour
			<b>What is it not?</b>	Saying one thing and doing another • Talking about the vision but not working to achieve it • Being inconsistent in what you say • Avoiding the difficult messages		<b>TEAM PLAYER/TEAM LEADER</b> - Effective teamwork 6. Empowers and motivates others to deliver and innovate
			<b>Essential:</b>	<b>Communicating to create credibility and trust</b> Am I visible and available to my team? Do I communicate honestly, appropriately and at the right time with people at all levels? Am I helping other people appreciate how their work contributes to the aims of the team and the organisation? Do I break things down and explain clearly?		
<b>Proficient:</b>			<b>Creating clear direction</b> Do I help people to see the vision as achievable by describing the 'journey' we need to take? Do I use stories and examples to bring the vision to life? Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?			
<b>Strong:</b>			<b>Making long-term goals desirable</b> Do I encourage others to become 'ambassadors' for the vision and generate excitement about long-term aims? Do I find ways to make a vivid picture of future success emotionally compelling? Do I establish ongoing communication strategies to deal with the more complex and difficult issues?			
<b>Exemplary:</b>			<b>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 reassures staff, patients and the public? Do I explain controversial and complex plans in a way that different groups can hear, understand and accept?			
6.4 Embodying the vision	Inspiring Shared Purpose	<b>Exemplary:</b> <b>Making courageous challenges for the benefit of the service</b> 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?	<b>Duties of a doctor in the workplace</b> (2b) <b>Working with colleagues:</b> <i>Respect for colleagues</i> (8) <b>Employment:</b> <i>Induction &amp; mentoring</i> (53)	<b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 1. Relentlessly identifies and supports opportunities for improvement <b>CORPORATE RESPONSIBILITY</b> - Corporate culture and innovation 3. Engenders and is a role model for an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour <b>SELF</b> - Personal resilience, drive and energy 1. Takes full accountability for actions and decisions within own areas of responsibility		

