

Reflecting on how you use your personal influence through taking a lead - Top Tips for doctors and appraisers

Leadership and management is part of the professional lives of all doctors. For some doctors taking a lead and using their influence to facilitate change is a large part of their scope of work and for others it may be less so. This document aims to give some top tips on how to refer to, evidence and reflect on managerial and leadership roles in medical appraisal. FMLM's *Leadership and management standards for medical professionals* provide a structure for doctors to assess their leadership values, behaviours and competencies and plan relevant ongoing CPD. The FMLM *Specialty guidance for the leadership and management aspects of a doctor's scope of practice* gives examples of suitable supporting information. These Top Tips may help you:

1. Leadership is for all – it is every doctor's business /responsibility

2. Understand yourself and others

3. Identify your strengths and develop your leadership skills

4. See leadership as an enabler in your career

Doctor	Appraiser
<ul style="list-style-type: none"> • Include all leadership/managerial roles in your scope of work (consider strategic or clinical leadership, teaching, coaching and mentoring) • Include leadership/managerial examples in your achievements, challenges and aspirations • Consider reflecting on organisational SUIs/SEAs/complaints and their management, as well as any you are named in • Record examples of relevant reflective learning for example, consider: What does leadership mean to you in your role? What have you learnt about yourself and the relationships you have with others you work with? • Undertake 360 feedback from colleagues with respect to leadership eg <i>FMLM 360 Feedback</i> • Include line management reviews from formal leadership roles within your evidence • Include leadership/managerial objective(s) in your personal/professional development plan (PDP). 	<ul style="list-style-type: none"> • Identify leadership/managerial aspects of the doctor's work – consider all leadership roles, these may vary from a senior leadership role to team leader to leading a piece of work or being a clinician in a team • What is leadership to the doctor and how do they see themselves lead? • Referring to these roles, discuss, reflect on and document: <ul style="list-style-type: none"> ○ What does relevant continuing professional development (CPD) look like for this doctor? ○ What do relevant quality improvement activities (QIA) look like for this doctor? ○ Examples of communication, teamwork, influencing and facilitating change ○ Examples of trust/probity relating to leadership • Encourage doctors to include at least one objective in their PDP relating to leadership /management – consider leadership 360 • Employ coaching techniques and use the appraisal as a time to discuss longer term career development plans.

This guidance has been developed with the help of Mrs Christiane Shrimpton, Clinical Appraisal Lead, University Hospitals of Morecambe Bay NHS Foundation Trust; Dr Jane Povey, Deputy Medical Director FMLM; Dr Ruth Chapman, Revalidation and Appraisal Lead FMLM; and the NHS England National Appraisal Network