

**Leadership and management  
self-assessment tool for healthcare teams**



Faculty of  
**Medical Leadership  
and Management**

### **Why this self-assessment tool is necessary**

Individuals, teams and organisations need clarity and support on how to establish and sustain high performing multi-professional healthcare teams. This self-assessment tool offers a simple and accessible measure of team performance to facilitate this process.

### **What team(s) does this self-assessment tool apply to?**

*FMLM Leadership and management standards for healthcare teams* and this self-assessment tool are designed specifically for multi-professional healthcare teams, irrespective of their background or sector.

### **How this self-assessment tool can be used**

We believe this self-assessment tool provides leaders and team members with an opportunity to reflect on the collective performance of, and individual contribution to, the healthcare teams within which they work.

Mapped to *FMLM Leadership and management standards for healthcare teams*, this self-assessment tool focusses on four key domains: ***Culture, Vision and Strategy, Management, and People and Relationships.***

It can be used at either a group or individual level for self-assessment and identification of areas for improvement. It is not intended to act as a 'balanced score card' and we do not recommend the calculation and collation of scores. It is rather a stimulus for improvement providing an opportunity for healthcare teams to reflect on their performance collectively and for individuals to reflect on their contributions to their team's performance.

All questions should be answered, indicating on the Likert scale how confident you are that your team will meet this standard; the higher the number, the higher the confidence you have. You are welcome to make any additional comments using the space provided – this is optional and can be used to stimulate discussion during reflection.

*FMLM Leadership and management self-assessment tool for healthcare teams* and *FMLM Leadership and management standards for healthcare teams* are designed to work together as a guide to help build, sustain and/or develop team(s).

## DOMAIN 1: CULTURE

***Created, embedded and encouraged by leaders, culture is affected by their values and behaviours and has a crucial role in healthcare which must include trust, learning and accountability to realise the full potential of teams and deliver high quality care<sup>12-15</sup>.***

**1.1 Clarity of focus**                      **How confident are you that the team own their culture and it is focused on meeting the needs and improving the experience of patients?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**1.2 Diversity**                              **How well do you think the team embraces diversity and values difference perspectives?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**1.3 Psychological safety**              **How honest and open do you feel you can be when raising concerns - irrespective of the issue or individual - without suffering retribution?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**1.4 Team reflection**                      **How well do you think your team reflects on information from a variety of sources and learns to improve its performance?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

## DOMAIN 2: VISION AND STRATEGY

*Good leadership is required to build a strategic vision which has alignment, engagement and commitment from all team members, people who use services and stakeholders to deliver high quality healthcare<sup>11,12</sup>*

**2.1 Strategic alignment**      **How comfortable are you that the team will meet the needs of the relevant population in a resource efficient manner?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**2.2 Strategic reflexivity**      **How clear and engaged are you in reviewing the vision of the team based on risks and opportunities?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**2.3 Skill mix**      **How confident are you that the team has the appropriate skill mix to deliver the team's objectives?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

**2.4 Transparency**      **How confident are you that stakeholders understand what the team does and what it is trying to achieve?**

6 – 5 – 4 – 3 – 2 – 1

*Supporting evidence:*

### DOMAIN 3: MANAGEMENT

*Leaders must provide the data, resources and governance to analyse and control variance in a quest for continual improvement<sup>16</sup>.*

- 3.1 Team objectives**                      **How clear are you on the specific objectives of the team?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 3.2 Performance measures**            **How confident are you that the team’s performance measures enable continual improvement?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 3.3 Role clarity**                            **How confident are you that you understand team members’ roles and responsibilities?**
- 1 – 2 – 3 – 4 – 5 – 6
- Supporting evidence:*
- 
- 3.4 Collaboration**                        **How effective is the team at meeting regularly to collaborate and share the decision-making process?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 3.5 Individual performance**           **How well do you feel your appraisal identifies and helps deliver developmental opportunities so that you can enhance the team’s performance?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 3.6 Celebrating Success**                **How well does the team reward positive behaviours and celebrate individual and collective achievements?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*

## DOMAIN 4: PEOPLE AND RELATIONSHIPS

*Healthcare professionals must be empowered through autonomy, mastery and purpose to deliver high quality healthcare by competent leaders who provide positivity and embody a compassionate and collective leadership approach<sup>12,17-19</sup>.*

- 4.1 Team leader(s)**      **How consistent is(are) the team leader(s) in meeting the core values and behaviours expected in the *self* and *team leader* domains of *FMLM Leadership and management standards for medical professionals***
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.2 Maintaining standards**      **How well does the team exercise fairness in holding colleagues accountable against their professional standards?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.3 Talent management**      **How strongly is good performance encouraged and rewarded at all levels?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.4 Collective leadership**      **How capable do you feel in leading innovation and/or improvements within the team?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.5 Compassionate leadership**      **How strongly are you valued as an important member of the team?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.6 Quality improvement**      **How easy is it to engage with developmental opportunities that help you and the team continually improve?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*
- 
- 4.7 Teaching and training**      **How well supported are students and/or trainees in the team?**
- 6 – 5 – 4 – 3 – 2 – 1
- Supporting evidence:*

## **SUPPORTING TOOLS AND GUIDANCE**

FMLM Leadership and Management Standards for Healthcare Teams

This is available on [www.fmlm.ac.uk/FMLMTeamStandards](http://www.fmlm.ac.uk/FMLMTeamStandards).

FMLM Leadership and Management Standards for Medical Professionals

This is available on [www.fmlm.ac.uk/Standards](http://www.fmlm.ac.uk/Standards).

## **FUTURE WORK**

FMLM will continue to work with stakeholders on other areas of support to implement the standards for medical professionals and healthcare teams.

## **FMLM APPLIED**

FMLM Applied is an extensive network of high profile, medical and non-medical associates offering expertise and hands-on support to provide a collaborative, high impact, efficient and flexible transfer of skills.

It has been developed to support healthcare organisations to invest in medical leadership, enhance performance and improve clinical outcomes for patients. Drawing on the evidence base, our *Standards for Medical Professionals* and our *Standards for Healthcare Teams* we provide bespoke packages of support, tailored to the needs of doctors, teams and organisations.

## **SUMMARY**

These standards are not a static document. FMLM is committed to regularly reviewing and refining all aspects. The intention is to be aspirational and stimulate improvement and consistency in the medical leadership of healthcare teams; feedback from individuals and organisations has been constructive and supportive. However, no matter how erudite the end product is, it is what we all do with the standards that will make the difference.

FMLM is confident that this is an essential step towards professionalising medical leadership and management. Furthermore, we believe enhanced medical leadership will improve the quality and outcome of patient care, improve organisational performance and play a major role in the continuing drive to make UK healthcare the best in the world.

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The Faculty of Medical Leadership and Management (FMLM) supports the delivery of better healthcare outcomes for patients in the UK by developing and promoting excellence in medical leadership and management through networks, resources and career opportunities for doctors of all grades and specialties.

FMLM has launched the leadership and management self-assessment tool for healthcare teams and supports a diverse and dynamic membership community and is the UK professional home for doctors and dentists who are both current and aspiring medical leaders and managers.

For more information or to download further copies of this tool please visit:

[www.fmlm.ac.uk](http://www.fmlm.ac.uk)

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