***Leadership and Management Standards for Medical Professionals***

Self-assessment

Once you have read the FMLM *Leadership and management standards for medical professionals*, please take some time to assess yourself against the behavioural domains, namely:

* ***Behavioural Domain 1: Self***
* ***Behavioural Domain 2: Team player/Team leader***
* ***Behavioural Domain 3: Corporate responsibility***
* ***Behavioural Domain 4: System Leadership***

We have suggested that you assign yourself a rating, out of a maximum of 5 (1-does not display this behaviour to 5-displays this behaviour consistently), against each of the criteria within the three domains to indicate the extent to which you feel that you can meet that criterion. You can write your rating or score in the column on the right hand side. We have also included, at the end of each domain, a space in which you might write down your own reflections on any areas of development that this has revealed for you.

**Behavioural Domain 1: Self**

Doctors should strive to know and understand themselves, their impact on others and be constantly striving to improve. They must be resilient and consistently demonstrate the energy, drive and motivation to lead and work with others for consistently high standards, to improve the quality of care for patients in all its dimensions (including experience of care, effectiveness, safety). Listening, feedback and reflection are key components of self-awareness and development.

*Please write your rating score out of 5 in the boxes below:*

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| ***Thinking about… Self-awareness and self-development*** | | ***Rating*** |
| 1 | Demonstrates a clear ‘people’ approach, considering the impact of their style, decisions and actions on all those affected - patients and colleagues and the wider healthcare community |  |
| 2 | Manages own emotions and adapts leadership style to have the maximum positive impact on others |  |
| 3 | Seeks and acts upon feedback from patients, colleagues and other professionals regarding own effectiveness and possible areas for development |  |
| 4 | Commits time to professional development and keeps own skills and knowledge up to date. |  |
| 5 | Establishes and maintains strong professional and support networks |  |
| 6 | Acknowledges own limitations and prepared to seek support from others in order to achieve the best outcomes |  |
| 7 | Draws upon a range of leadership theories, principles and experiences to improve and innovate |  |

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| ***Thinking about… Personal resilience, drive and energy*** | | ***Rating*** |
| 1 | Takes full accountability for actions and decisions within own areas of responsibility |  |
| 2 | Remains calm and objective in situations of pressure or conflict. |  |
| 3 | Sustains personal levels of energy and remains enthusiastic and optimistic in the face of setbacks |  |
| 4 | Speaks up and speak out when standards, quality or safety are threatened. |  |
| 5 | Constructively challenges others when there is an opportunity for improvement |  |
| 6 | Works to a high standard and manages own time effectively |  |
| 7 | Earns the respect of colleagues and is trusted by others to deliver commitments and promises |  |
| 8 | Accepts the professional obligations placed on doctors by Good Medical Practice in relation to personal health and well-being |  |

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| *Note here, any areas of development that this has suggested to you:* |

**Behavioural Domain 2: Team player/Team leader**

The effective medical leader has a sophisticated knowledge of establishing and leading teams and how to get the best out of them. Equally they know when to lead and when to allow others to take the lead. They are robust defenders of fairness and justice and strive constantly to create an optimal environment for colleagues to give of their best in the drive for improved patient care and population health. It is expected that a good leader will guide and mentor team members to enhance their leadership skills and thus create ongoing sustainability, and where appropriate, support the succession planning process. Demonstration of effective team working is essential for an individual with medical leadership and managerial responsibilities. It creates the culture and environment that promotes inclusion and diversity and helps to eliminate bullying and harassment.

*Please write your rating score out of 5 in the boxes below:*

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| --- | --- | --- |
| ***Thinking about… Effective teamwork*** | | ***Rating*** |
| 1 | Fully participates in multi-disciplinary teams in order to achieve the best possible outcomes for all those who use and deliver services |  |
| 2 | Understands and promotes equality, inclusion and diversity |  |
| 3 | Understands complexity and the need for inclusive approaches to problem solving |  |
| 4 | Actively seeks from a diverse group opinions and ideas, actively listens and takes their views on board in order to deliver the best outcomes for all |  |
| 5 | Attracts and develops talent |  |
| 6 | Coaches to develop individuals to reach their full potential |  |
| 7 | Supports a diverse workforce and understands the value diversity brings to patient care |  |
| 8 | Demonstrates trust and respect for colleagues and is seen as a role model for effective team-working |  |
| 9 | Empowers and motivates others to deliver, improve and innovate |  |
| 10 | Delegates effectively, sets clear objectives, provides feedback, and holds people to account. |  |
| 11 | Actively manages poor performance and behaviour |  |
| 12 | Is supportive, available and approachable. |  |
| 13 | Responds quickly and positively when asked for help |  |
| 14 | Celebrates success |  |

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| ***Thinking about… Cross-team collaborations*** | | ***Rating*** |
| 1 | Identifies opportunities for collaboration and partnership, connecting people with diverse perspectives and interests |  |
| 2 | Seeks out new perspectives, ideas and experiences beyond the immediate team and professional area and shares best practice, incorporating this to enhance quality and delivery of services |  |
| 3 | Openly shares own networks with colleagues and partners to improve information, influencing. |  |
| 4 | Connects individuals, teams and organisations for mutual benefit. |  |
| 5 | Is aware of different relevant perspectives |  |

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| *Note here, any areas of development that this has suggested to you:* |

## **Behavioural Domain 3: Organisational responsibility**

The effective manager or leader understands and contributes positively to the strategic direction and operational delivery of the organisation in which they work. Doctors in these positions espouse and practice the seven Principles of Public Life and the GMC’s Good Medical Practice; and similarly Standards for Dental Team for dentists. They can successfully navigate the competing demands between the needs of the individual and the needs of the population. Furthermore, they can successfully balance their role in day-to-day delivery, with a focus on anticipating future challenges and future innovation.

*Please write your rating score out of 5 in the boxes below:*

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| --- | --- | --- |
| ***Thinking about… The organisational team player*** | | ***Rating*** |
| 1 | Ensures adherence to the principles of good governance |  |
| 2 | Understands the competing demands and actively supports fair and just resource allocation |  |
| 3 | Makes clear, transparent decisions even when faced with situations of ambiguity and uncertainty, being able to provide evidence or justification |  |
| 4 | Considers, assesses and manages risks when making decisions that impact upon patients, colleagues and their organisation |  |
| 5 | Participates in wider organisational initiatives that enable and promote excellence in healthcare within and across organisations |  |
| 6 | Recognises and can navigate professional and political tensions |  |

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| ***Thinking about… Organisational culture and innovation*** | | ***Rating*** |
| 1 | Consistently identifies and promotes opportunities for improvement |  |
| 2 | Understands and successfully applies key concepts and principles underpinning the creation, validation, translation and dissemination of innovative ideas and practices |  |
| 3 | Motivates and inspires others to achieve high standards and improve services |  |
| 4 | Engenders (and is a role model for) an organisational culture that values diversity, learning, reflection and feedback, transparency, openness and candour |  |
| 5 | Recognises and promotes their organisation to drive improvement in the whole system for the benefit of the population |  |
| 6 | Helps the organisation to prepare for new challenges through forward thinking and innovation |  |

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| *Note here, any areas of development that this has suggested to you:* |

## **Behavioural Domain 4: System Leadership**

The importance of integrated care has been emphasised in all healthcare systems across the UK. All recognise the interdependence of systems of care and the need for multi-disciplinary team working, across the whole continuum of care needs and pathways. A more inclusive and collaborative leadership approach is essential to maximise effectiveness, efficiency and outcomes. This involves an eagerness to understand the perspectives and challenges of other parts of the healthcare system in which they work, including consideration of the impact on local, regional and national populations.

Systems leadership is therefore a critical component of medical leadership and can be defined as:

*‘Leadership across organisational and geopolitical boundaries, beyond individual professional disciplines, within a range of organisational and stakeholder cultures, often without direct managerial control.’[[1]](#footnote-1)*

The effective medically qualified leader understands and contributes positively to the healthcare system. They are adept in dealing with complexity and ambiguity. They translate policy into practice and negotiate effectively with organisations across the system to meet the needs of the population.

The effective medical leader understands and contributes positively to the healthcare system. They are adept in dealing with complexity and ambiguity. They can translate policy into practice and negotiate effectively with organisations across the system to meet the needs of the population.

*Please write your rating score out of 5 in the boxes below:*

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| --- | --- | --- |
| ***Thinking about…system leadership*** | | ***Rating*** |
| 1 | Demonstrates effectiveness in contributing to and influencing policy development |  |
| 2 | Seeks to understand and positively influence strategy and culture within and beyond their own organisation |  |
| 3 | Demonstrates ability to negotiate effectively |  |
| 4 | Demonstrates situational awareness in the handling of complex, challenging or ambiguous circumstances |  |
| 5 | Demonstrates sensitivity when working with a wide range of stakeholders |  |
| 6 | Demonstrates respectful communication, considering the perspectives, considerations and feedback of stakeholders |  |
| 7 | Promotes the alignment of clinical colleagues within the system in which they operate |  |
| 8 | Exhibits awareness and knowledge of population health and how to improve it |  |

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| *Note here, any areas of development that this has suggested to you:* |

1. The Virtual Staff College – Exceptional Leadership in Exceptional Times: Synthesis paper 2013. [↑](#footnote-ref-1)