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| **Core Competency** | **Example Performance Criteria/related behaviours** |
| 1. **Strategic Focus**   Identifying long-term goals and championing their implementation.  Those effective in this competency generate creative and strategic solutions that can be successfully implemented. They think in innovative ways and support similar thinking in others. They challenge and push the organisation to constantly improve and grow. | 1. Understands how their role contributes to achieving the organisations vision 2. Establishes longer term plans and is clear on how these will be delivered 3. Has a strong understanding of how the external environment and key national and local initiatives impact the service 4. Aligns resources, processes and systems to deliver strategic priorities. |
| 1. **Collaborative/ Partnership approach**   Effectively working and collaborating with others toward a common purpose or goal.  People who are competent at working in collaboration and partnership build and maintain cooperative work relationships with others. They complete their own tasks for group projects in a timely and responsible manner and directly contribute to reaching the group goal. | 1. Actively promotes collaboration and teamwork as a key success factor for NHS GG&C 2. Cultivates an active cross directorate/sector or agency network of relationships 3. Understands current power and political relationships in NHS GG&C and partner agencies 4. Takes a systematic approach to the development and maintenance of effective partnership processes and working 5. Has a sound understanding of how multi-agency decision making takes place |

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| 1. **Achieving results and making decisions**   Challenging, pushing the organisation and themselves to excel and achieve and make good decisions in a timely and confident manner.  People who exhibit a drive for results make decisions in a timely manner and create or help establish objectives and contribute to their success. They assume personal responsibility for the success of the organisation and persist, even when faced with obstacles, to achieve results. After they have considered alternatives and possible consequences, they can decide upon a course of action and assume responsibility for their decisions. | 1. Key accountabilities and decisions are accepted and acted upon. 2. Sets and pursues appropriate goals for self and service to deliver excellence in patient care 3. Makes decisions needed to achieve effective financial, clinical and employee results 4. Ensures compliance with statutory or policy obligations 5. Establishes effective performance management and reporting processes |
| 1. **Influencing and Persuading**   Convincing others to adopt a course of action.  People who display this competency influence others using appropriate interpersonal skills without being excessively aggressive or pushy. They understand their audience and modify their method of persuasion accordingly. They are confident and do not give up easily. | 1. Has the courage or strength of purpose needed to convince others of ideas, points of view or desired outcomes 2. Establishes information necessary to effectively persuade and influence others 3. Concedes on less important issues in order to maximise their influence on important issues 4. Is clear on focus of influence with key decision makers or stakeholders |

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| 1. **Managing Change**   Taking action to support and implement change and improvement initiatives effectively.  People who display this competency actively lead change and improvement efforts through their words as well as their actions. They build the support of those affected by the change initiative and take personal responsibility to ensure that changes and are successfully implemented. | 1. Readily adapts and adjusts to new or changing circumstances and ways of working 2. Anticipates the need for change 3. Actively promotes change initiatives in their group or in the organisation as a whole 4. Assumes personal responsibility to see that necessary change is adopted and effectively implemented. |
| 1. **In-depth Problem Solving & Analysis**   Solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences.  People who are competent at in-depth problem solving and analysis are capable of generating good solutions to difficult problems. They consider many sources of information, systematically process and evaluate the information against possible courses of action and carefully deliberate before a final decision is made. | 1. Evaluates information and possible courses of action objectively 2. Consults with stakeholders and decision makers as needed 3. Applies appropriate level of analysis to identify key issues and reflect their complexity or importance 4. Assesses and quantifies risks and opportunities (level and likelihood) 5. Applies creativity to identify alternative solutions to complex or wicked issues |

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| 1. **Quality Improvement**   Seeking opportunities to improve current processes, systems and methods to promote reliability, quality and efficiency of output.  People who display this competency are dedicated to the improvement of current work processes. They apply discipline and a detail orientation to their own work activities and constantly look for ways to help improve the quality, efficiency or effectiveness of specific and general work processes. They encourage others to apply similar discipline to achieve continuous improvement. | 1. Seeks opportunities to improve current work processes, methods and systems 2. Develops others to understand and apply the discipline of continuous improvement 3. Is personally committed to improving the overall quality, efficiency and effectiveness of his/her own work and service area 4. Ensures all improvements are aligned to improved patient experience. |

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| 1. **Managing Self, Others and Resources**   Developing, directing and leading others to accomplish organisational goals and objectives.  People who display this competency effectively manage and direct the activities of others. They work through other people to accomplish objectives, and they encourage performance through motivation and feedback. They hold people accountable. They provide honest feedback and guidance in a supportive manner and assist others in meeting individual goals and challenges. In all, they are positive, objective and fair. | 1. Sets clear objectives for self and service 2. Proactively and effectively challenges under performance 3. Values and manages all aspects of diversity and treats others with respect 4. Engages staff in understanding all decisions affecting them. 5. Acts as an exemplar inspiring others to perform, develop and grow 6. Exemplifies the values and behaviours of Facing the Future Together particularly when under pressure |
| 1. **Leadership Insight and Impact**   The ability to acknowledge and understand feelings in ourselves and others and to discriminate among them to guide ones thinking and actions.  People who display this competency effectively understand others; their concerns, feelings, strengths and weaknesses. They consider this to lead and influence and use it to create a sense of inclusiveness required in a diverse workplace. Through understanding, they discover what others need and work with them for the success of the business. | 1. Works to understand intent, concerns and feelings of others, even when not clearly expressed 2. Understands the impact of their own behaviour on others 3. Capitalises on the values, skills and knowledge of others 4. Demonstrates and encourages resilience |
| 1. **Relationship Management**   Developing and maintaining positive relationships with individuals both inside and outside their work group.  People who are competent at relationship management actively seek opportunities to build relations important to their service. They are in regular contact with internal or external colleagues; they consider how their actions or decision may impact other groups and their objectives. | 1. Values relationships within, across and outside the organisation 2. Actively builds and maintains networks and relationships that support service objectives 3. Develops work relationships to facilitate smooth operations 4. Allocates time and effort to understanding and meeting the needs of internal or external clients 5. Displays good social skills. |

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| **Discretionary Additional Clinical Leadership Competencies** | |
| **C1. Improving Clinical Services**  Delivering high quality services by developing improvements to services.  People who are competent at this work think analytically and conceptually to identifying where services can be improved. They work individually or as part of a team and through a climate of continuous improvement to improved services whilst assessing & managing risks to patients. | 1. Identifies and quantifies risks of all activities in relation to patient safety 2. Actively maintains or improves patient safety as core to all cost and service efficiencies 3. Critically evaluates or analyses how services can be improved at both individual and team level 4. Analyses patient, carer or service user feedback to improve services 5. Understands how to use improvement methodology to improve services |
| **C2. Setting Direction**  Contributes to the strategy and aspirations of the organisation.  People who are competent at this seek to identify the context for change and are aware of the range of factors to be considered. They apply knowledge and evidence to support opportunity for service improvement making decisions using evidence and their values. They are accountable for their decisions and actively measure and evaluate the outcomes. They take corrective action where necessary. | 1. Identifies the context for change using knowledge and evidence and to make and evaluate robust decisions 2. Scans and researches best clinical practice to anticipate and prepare services for greatest impact on health outcomes 3. Actively promotes and utilises an evidence based practice and knowledge to drive service improvements 4. Contributes a clinical perspective to team, professional, functional or organisational decisions |