****

**The Leadership Progression and**

**Development Framework**

**Using the Framework**

The ***NHS Greater Glasgow and Clyde Leadership Progression and Development Framework*** is designed to support staff continue to grow their leadership career by providing a clear infrastructure and consistent approach to leadership development regardless of profession, role or function.

The Framework describes the likely leadership activities and the associated knowledge, skills and behaviours needed to deliver these effectively at ***four levels*** of practice. These are further underpinned by the [*NHS Greater Glasgow and Clyde competency profiles (360o)*](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipCompetencies.aspx) for senior and frontline managers, by our [Facing the Future Together values and behaviours](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/OurCulture/Pages/HowWeWorkTogether.aspx) and align to the leadership qualities core to delivering our [2020 Vision](http://www.scotland.gov.uk/Topics/Health/NHS-Workforce/Policy/2020-Vision).

The Framework is designed to inform development discussions between managers and individuals and details the current leadership provision available locally via Organisational Development, related management development provision from Learning and Education and National programmes from NES Leadership Unit.

Web links to detailed information on each development item are shown where available.

 

**Levels of Leadership**



How leadership is applied or demonstrated, and the context in which competence can be achieved, will differ and become more complex or demanding with career progression.

Organisational context influences the priorities and challenges a leader will experience at each stage of their career and will shape ***what*** they will focus on in their leadership role: i.e. service objectives, quality improvements, performance targets. Context is largely defined by the organisation for a leader, rather than being directly within their control to set.

***How*** individuals lead in terms of values, behaviours, attitudes, and mindset is as important as what they deliver in a leadership role and is completely within their control to define.

Our Framework recognises this by offering ***4 Levels* *of Leadership*** (see Fig 1 below).

***Essential Leadership***

***Competencies***

***Leadership Values and Behaviours***

***Figure 1***

**4 Levels of Leadership**

Hover on **“Level 1/2/3 or 4”** in title and press **“Ctrl + click”** to go straight to detail for that level

- *Own leadership practice/practice with immediate team*

Leadership at this level is about building relationships with clients, patients and colleagues as a core element of a role, often working as part of a multi-disciplinary or project team. Leaders at this level need to be able to recognise problems and be confident to work with others to solve them. Leaders at this level may supervise a team or project and may contribute towards appraisals or development of staff but are unlikely to have direct managerial accountability.

The impact of the decisions taken at this level will be limited in terms of risk.

 [Level 2](#Level2) **–** *Practice across**own area of service/with own and other teams*

Leadership at this level is about building relationships with clients, patients and colleagues to support the quality of service delivered by them and the staff they manage. Leaders at this level will work across service teams to recognise problems, resolve these and ensure a quality provision. At this level leaders will have direct accountability for their staff and service and the difficult decisions and conversations that accompany this.

Leaders here will be more aware of the implications of their decisions for clients or patients, the service, themselves and the staff they manage, and be prepared to challenge where appropriate.

[**Level 3**](#level3) **–** *Practice across multiple**service areas/wider organisation*

Leadership at this level is about building networks and relationships with clients, patients, and colleagues across teams, departments and directorates within the wider organisation. Leaders at this level will challenge the appropriateness of solutions to complex problems and be confident in offering answers or creative alternatives. Leaders are likely to be accountable for a directorate or board wide service and for direct reports who manage teams within this.

The potential risk associated with their decisions will have a wider impact on others, patients, the service and potentially the organisation.

[**Level 4**](#level4) **–** *Practice across whole organisation/partner and national organisations*

Leadership at this level is about building broader sustainable and replicable partnerships across and outside traditional organisational boundaries. At this level leaders will be dealing with multi-faceted organisational problems and creating innovative solutions to those problems. They may lead at a national level and will be required to participate in whole systems thinking, finding new ways of working and leading transformational change.

Decisions may have significant impact on the reputation of the Board, on outcomes critical to its success and on the workforce or wider population of staff.

*\*\*Levels of leadership are assumed to be progressive and build on each other ie Leaders have gained the experience and developed their skills and behaviours at each preceding level.*

 **Level 1 - Leadership**

Click on each bullet point to be taken to detailed information on that provision

*Leadership at this level is about building personal relationships with*

*clients, patients and colleagues as a core element of their role, often working*

*as part of a multi-disciplinary or project team.*

|  |  |  |
| --- | --- | --- |
| **Likely elements of leadership activity** | **Knowledge, Skills and Behaviours** | **Current Development Provision** |
| * Actively demonstrates the values and behaviours needed by the service and the organisation.
* Challenges inappropriate behaviour or unfair treatment of others. Is an advocate for the principles and the priorities of the organisation
* Work autonomously, as a core member of a team or collaboratively with others to deliver excellent service and performance.
* Take accountability for own performance, outcomes and results. Continuously look for improvement and understands how to recognise and challenge poor performance in others.
* Actively involves and respects the contribution of others to support and deliver required objectives.
* Effectively manages time and priorities of self and encourages others to meet targets and deadlines.
* Actively engages in any Change Management activities required and knows how to encourage others to participate
* Uses the most effective communications approach with different stakeholders and colleagues
* Influences, engages and negotiates effectively to achieve required outcomes
 | * Understands the impact of own approach or style on others
* Is comfortable dealing with sensitive issues or difficult conversations.
* Has the knowledge and skills to give and receive feedback effectively.
* Is confident tackling problems and making appropriate decisions
* Actively supports the development of others, their own development
* Sound skills to establish beneficial professional or learning networks
* Has a good general knowledge of organisation and associated politics, remit and agenda of different areas
* Has a sound understanding of own service area and its priories and deliverables
* Has an understanding of improvement methods and tools and the ability to apply
* Strong interpersonal and communication skills
* Influencing skills
 | **Leadership*** [Ready to Lead Frontline Leadership Programme](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/ReadyToLead.aspx)
* [Organisational or cross organisational mentoring](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Mentoring.aspx)
* [Frontline Leaders 360o and Personality Assessment](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/360oAssessment.aspx)
* [90 Minute Breakfast Sessions](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/90MinuteLeadershipSessions.aspx)
* [On-line Leadership Academy](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAcademy.aspx)
* Coaching for Improved Performance
* [Staffnet based Change and Improvement Podcasts](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/ChangeandImprovement.aspx)
* [Staffnet based “leading through change” podcasts](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadingThroughChange.aspx)
* [Strategic Influencing Podcasts, delivered session and articles](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/StrategicInfluencing.aspx)
* [FTFT materials / Effective teams toolkit](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/OurCulture/Pages/DevelopingeffectiveTeams1.aspx)
* [FTFT Values and Behaviours Assessment](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/OurCulture/Pages/ValuesBehaviours-OnlineAssessmentTool.aspx)
* [Support and advice from aligned OD adviser](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/OD%20Contact%20Page.aspx)

**Management*** [IHM Scotland events](http://www.ihm.org.uk/en/divisions-and-regions/scotland/index.cfm)
* [E-learning programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/E-Learning/Pages/NewCoursesAvailalble.aspx)
* [Foundation Programme – New Managers](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Pages/FoundationProgrammeforNewManagers.aspx)

**National Provisions*** [Emergent Leaders](http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management/programmes/national-leadership-unit/emerging-leader-or-manager.aspx)
 |

 **Level 1** **Level 2 - Leadership**

*Leadership at this level is about building relationships with clients, patients and*

*colleagues to support the quality of service delivered by them and the staff they*

*manage. Leaders at this level will work across service teams to recognise problems, resolve these and ensure a quality provision.*

|  |  |  |
| --- | --- | --- |
| **Likely elements of Leadership activity** | **Knowledge, Skills and Behaviours** | **Current Development Provision** |
| * Is recognised as an exemplar of our values and behaviours by others in their service area.
* Will coach and mentor others to develop these
* Manages their direct team and activities effectively and provide strong leadership across teams in their area.
* Takes accountability for outcomes and results of individual and team performance to ensure delivery of service priorities.
* Champions change initiatives and new ideas for improvement in their service area influencing the involvement and support of wider groups.
* Actively develops improvement skills of staff in their remit
* Effectively manages a range of financial and human resources to deliver agreed service and quality levels
* Communicates effectively with individuals, partner teams and the service.
* Plans and delivers stakeholder and patient communications
* Sets immediate and longer term plans for the service
* Actively develops and maintain collaborative networks
 | * Understands the dynamics of groups and adapts personal style for best outcomes
* Demonstrates confidence when working to resolve issues across wider groups or with more senior staff
* Develops emotional intelligence, increasingly aware of unspoken issues and confident in surfacing these for discussion.
* Increasingly tackles more complex issues or decisions seeking positive outcomes
* Has a deep understanding of service area and its priorities and increasingly understands where this sits in the wider organisation or longer term organisational plan
* Develops skills to identify improvement opportunities and is confident tackling areas outwith immediate knowledge or comfort
* Actively influences across and above current role
 | **Leadership*** [Organisational or cross organisational mentoring](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Mentoring.aspx)
* [GG&C 360o and Personality Asst](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/360oAssessment.aspx).
* [90 Minute Breakfast Sessions](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/90MinuteLeadershipSessions.aspx)
* [Related Masterclasses](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Masterclasses.aspx)
* [On-line Leadership Academy](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAcademy.aspx)
* Coaching for Improved Performance
* [Staffnet based Change and Improvement Podcasts](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/ChangeandImprovement.aspx)
* [Staffnet based “leading through change” podcasts](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadingThroughChange.aspx)
* Under Fire
* [Strategic Influencing Podcast, tools and articles](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/StrategicInfluencing.aspx)
* FTFT [Effective teams tools and materials](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/OurCulture/Pages/DevelopingeffectiveTeams1.aspx)
* [FTFT Values and Behaviours Assessment](http://www.staffnet.ggc.scot.nhs.uk/Info%20Centre/FTFT/OurCulture/Pages/ValuesBehaviours-OnlineAssessmentTool.aspx)
* [Support and advice from aligned OD adviser](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/OD%20Contact%20Page.aspx)

**Management** * [IHM Scotland events](http://www.ihm.org.uk/en/divisions-and-regions/scotland/index.cfm)
* [Individual Management Modules](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Pages/IndividualManagementModules.aspx)
* [Accredited Management Programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Management%20Development/Pages/AccreditedProgrammes.aspx)
* [E-learning programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/E-Learning/Pages/NewCoursesAvailalble.aspx)

**National*** [Developing Leaders and Manager*s*](http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management/programmes/national-leadership-unit/emerging-leader-or-manager.aspx)
 |

**Level 1 Level 2** **Level 3 Leadership**

Leadership at this level is about building networks and relationships with

clients, patients, and colleagues across teams, departments and directorates at an organisational level. Leaders at this level actively seek solutions to complex problems and offer creative alternatives.

|  |  |  |
| --- | --- | --- |
| **Likely elements of Leadership activity** | **Knowledge, Skills and Behaviours** | **Current Development Provision** |
| * Works with other senior leaders to review, revise and improve our culture
* Takes accountability for the performance of the directorate
* Constantly reviews directorate performance and identifies and resources initiatives for change or improvement
* Actively participates in organisational level change leading aligned accountabilities on behalf of the Board.
* Works with senior leaders across the organisation to establish consistent and effective skills and capacity for leadership and improvement
* Effectively manages financial and human resources at directorate level, achieving efficiencies whilst maintaining services and quality
* Establishes strong and effective communication channels and strategies within the directorate, with partner agencies and stakeholders
* Establishes role visibility of the directorate comfortably within the wider organisation
* Works with senior leaders to develop plans and strategies to support organisational effectiveness
* Actively develops and maintains collaborative or multi professional networks within the Board and with other Boards
 | * Is skilful in managing group dynamics and responses at organisational level
* Understands how to establish a clear picture of multiple stakeholder views and priorities
* Understands diverse political views and imperatives
* Has strong interpersonal skills and is able to surface and manage deeper issues with colleagues, patients and stakeholders
* Is comfortably with ambiguity, making decisions with partial information and processes to resolve complex issues
* Strong communication and influencing skills
* Actively influences organisational decisions
 | **Leadership*** [Organisational or cross organisational mentoring](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Mentoring.aspx)
* GG&C 360o and Personality Asst.
* 90 Minute Breakfast Sessions
* Related Masterclasses
* [On-line Leadership Academy](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAcademy.aspx)
* Coaching for Improved Performance
* Staffnet based Change and Improvement Tools and Podcasts
* Under Fire
* Strategic Influencing Podcasts
* Effective teams toolkit
* Support and advice from aligned OD adviser

**Management*** [IHM Scotland events](http://www.ihm.org.uk/en/divisions-and-regions/scotland/index.cfm)
* [Individual Management Modules](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Pages/IndividualManagementModules.aspx)
* [Accredited Management Programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Management%20Development/Pages/AccreditedProgrammes.aspx)
* [E-learning programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/E-Learning/Pages/NewCoursesAvailalble.aspx)

**National*** [Senior Executive Leaders](http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management/programmes/national-leadership-unit/seniorexecutive.aspx)
 |

Level 1 Level 2 Level 3 **3** **Level 4 Leadership**

Leaders at this level build broader sustainable and replicable partnerships

across and outside traditional organisational boundaries. Leaders are dealing
with multi-faceted organisational problems and creating innovative solutions to these. Individuals may lead at a national level and be required to participate in whole systems thinking, finding new ways of working and leading transformational change

|  |  |  |
| --- | --- | --- |
| **Likely elements of Leadership activity** | **Knowledge, Skills and Behaviours** | **Current Development Provision** |
| * Regularly works with other Board leads on national initiatives and issues
* Represents the Board on specific issues or negotiations both internally and externally
* Takes boardwide accountability for performance and implementation of policies and initiatives
* Is accountable for implementing and embedding organisational, regional or national change improvement, efficiency or change initiatives
* Influences required outcomes at national level on behalf of Board
* Effectively manages financial and human resources across the board
* Establishes strong and effective communication channels and strategies to engage key partners and stakeholders at regional and national level
* Promotes and actively establishes the image of the Board as a key national organisation
* Influences national politics and policy on behalf of local communities, patients and employees
* Translates national policy and direction into effective local activity
 | * Works confidently and fluently across regional and national groups
* Understands and utilises stakeholder drivers and politics to achieve required outcomes
* Is an effective public speaker and communicates successfully across multiple stakeholders and geographic areas
* Is skilful in identifying alternative approaches to achieving required outcomes for the Board
* Demonstrates strong strategic influencing and planning skills
* Actively tackles complex issues, developing others to do this
* Is comfortable with ambiguity and making decisions with partial information
* Knows who key decision makers are and how to engage them at national, regional and local levels
 | **Leadership*** [Organisational or cross organisational mentoring](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Mentoring.aspx)
* GG&C 360o and Personality Asst.
* 90 Minute Breakfast Sessions
* Related Masterclasses
* [On-line Leadership Academy](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAcademy.aspx)
* Coaching for Improved Performance
* Staffnet based Change and Improvement Tools and Podcasts
* Under Fire
* Strategic Influencing Podcasts
* Effective teams toolkit
* Support and advice from aligned OD adviser

**Management*** [IHM Scotland events](http://www.ihm.org.uk/en/divisions-and-regions/scotland/index.cfm)
* [Individual Management Modules](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Pages/IndividualManagementModules.aspx)
* [Accredited Management Programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/Management%20Development/Pages/AccreditedProgrammes.aspx)
* [E-learning programmes](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Learning%20and%20Education/E-Learning/Pages/NewCoursesAvailalble.aspx)

**National*** [Chief Exec/NonExec/Board Level](http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management/programmes/national-leadership-unit/chief-executivenon-executiveboard.aspx)
 |