**LEADERSHIP QUALITIES : DESCRIPTORS** *(In no order of importance)*

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| QUALITIES | | **DESCRIPTORS** | **REFERENCE TO SUPPORTING BEHAVIOURS** | **REFERENCE TO SUPPORTING KSF CORE +** |
| Personal Qualities | Personal Governance: *(See detail in* ***Appendices 1&2*** )  Personal Management:  Seeking Understanding: | ▪ commitment to service excellence  ▪ integrity and probity  ▪ account for performance  ▪ engage with others in decision-making  ▪ develop team and self  ▪ self-awareness  ▪ emotional competence & consistency  ▪ articulate and live by values (‘being-the-talk’)  ▪ asking the hard questions proactively  ▪ listening empathetically to understand  ▪ maintaining a contemporary knowledge of best practice | See detail in **Appendix 2**  See detail in **Appendix 2**  See detail in **Appendix 2** | K3 |
| **Service Excellence** | Ensuring Focus:  Delivering Governance:  (clinical, staff, financial/corporate)  Achieving Results: | ▪ directing attention to the key issues  ▪ regulating the temperature (managing pace and stress)  ▪ looking after the needs of patients, staff and the public  ▪ balancing risks  ▪ creating a climate of performance delivery and accountability  ▪ resolving complex problems through a win : win approach |  | G5  HWB  G4 / G6  HWB  G5 |
| Future Focus | Setting the direction:  Creating and making choices:  Developing capability and capacity with partners:  Leading Change: | ▪ creating purpose with a focus on outcomes  ▪ shaping and articulating the future with passion  ▪ thinking flexibly and innovatively  ▪ making choices in uncertainty and ambiguity  ▪ taking risks with political astuteness  ▪ building relationships and partnerships which recognise interdependency and which share learning  ▪ instilling a staff, team and organisational development culture  ▪ aligning people, structures, systems and processes to secure goals  ▪ seizing technological solutions to improve healthcare  ▪ inspiring others and unleashing energy to change |  | G8  G2 / G8  G1 / G7  G2 |

LEADERS’/MANAGERS’ CODE OF PERSONAL GOVERNANCE

**As a NHS Scotland Leader / Manager I will:**

* **Pursue service excellence** by
* ensuring patients’/clients’ needs are at the centre of decision-making
* seeking to protect patients/clients and staff from clinical and environmental risk
* encouraging service excellence and supporting changes to make this a reality
* **Act with integrity and probity** by
* communicating with openness and honesty in all matters including handling complaints and giving feedback to staff
* ensuring confidential and constructive communication
* managing resources and financial risk effectively and efficiently
* ensuring personal integrity and probity at all times
* seeking to protect patients/clients and NHS resources from fraud, inducements and corruption
* **Account for my own and my team’s performance** by
* taking responsibility for my own and my team’s performance
* complying with all statutory requirements
* providing appropriate explanations on performance
* acting on suggestions/requirements for improving performance
* supporting the Accountable Officer of my organisation in his/her responsibilities
* **Engage appropriately with others in decision-making** by
* ensuring that patients, the public, staff and partner organisations are able to influence decision-making in relation to NHS services
* supporting effective and informed decision-making by patients about their own care
* seeking out the views of others and building mutual understanding
* ensuring clarity and consistency in relation to dual accountability
* **Develop my team and myself** by
* building and developing effective teams, supported by appropriate leadership
* instilling trust and giving freedom to staff/partners to make decisions within authority
* being aware of and taking responsibility for my behaviour and continuous personal development as a NHS leader / manager, to ensure my fitness for purpose.

| **LEADERSHIP BEHAVIOURS : SOME EXAMPLES** | | | |
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| **PERSONAL QUALITIES** | **POSITIVE BEHAVIOURS** | **NEGATIVE BEHAVIOURS** | |
| **PERSONAL GOVERNANCE**  **Commitment to service excellence**  **Integrity and probity**  **Account for performance**  **Engage with others**  **Develop self and team** | * Challenges decisions not based on patients’/clients’ needs * Recognises and rewards excellence * Celebrates ‘success’ * Diagnoses and tackles poor performance * Truthful * Open approach to issues * Lets people say ‘No’, otherwise ‘Yes’ is meaningless * Respects confidentiality of information consistently * Checks potential probity issues * Accepts responsibility and accountability * Gives credit where credit is due * Challenges micro-management * Gives clear, concise, timely explanations - no surprises * Ensures information is organised to show good / poor performance * Promotes spirit of co-operation and interdependency * Seeks first to understand * Encourages meaningful dialogue at the earliest opportunity * Develops shared vision * Flexible * Builds self-belief and ‘can do’ * Gives freedom to make decisions within authority * Lets go – take risks * Instils trust * Values everyone as individuals * Uses inclusive language * Understands and values cultural differences * Shows willingness to change and learn from mistakes * Encourages appropriate behavour | * Makes/supports decisions without patients’/clients‘ needs at the centre * Rewards poor practice * Rewards or take a punitive approach to poor performance * Deceptive / dishonest / manipulative * Hides and encrypts information * ‘Yes-men’ abound * Gossips confidential information * Flaunts / ignores potential probity issues * ‘Passes the buck’ * Takes credit for others’ work * Promotes dependency culture * Withholds or is late with information – lots of surprises! * Information about performance is poorly organised / ignored * Suspicious – promotes independency * Seeks first to be understood * Clique led decision-making * Keeps others in the dark * Rigid – imposes change * Destroys confidence * Control, control, control * Promotes oppressive, complex accountability * Manipulative – other agenda * Views everyone as ‘the same’ * Uses discriminatory language * Uses a ‘diversity-blind’ approach * Knows-it-all * Inappropriate behaviour isn’t challenged | |
| **PERSONAL MANAGEMENT**  **Self-awareness**  **Emotional competence and consistency**  **Articulate and live by values** | * Takes time to reflect * Values honest feedback * Realistic about strengths and limitations * Seeks help * Positive and enthusiastic * Consistent behaviour * Mature, constructive behaviour * Warmth – easy to approach * Respects others * Handles others’ emotions appropriately * Practices what s/he preaches * Keeps promises - follows through | | * Blind spots – doesn’t seek out feedback * Avoids potential weakening of personal power base by indicating personal limitations * Expectations of self / others unrealistic * Negative / cynical * Moody * ‘Toys out of pram’ / vindictive / bullying behaviour * Cool – approached only when essential * Lacks respect for others * Insensitive to others’ emotions * Words and actions don’t match * Let’s others down - doesn’t make it happen |
| **SEEKING UNDERSTANDING**  **Asking the hard questions proactively**  **Listening empathetically to understand**  **Maintaining a contemporary knowledge of best practice** | * Challenges status quo * Creates climate of support and accountability * Open to new ideas * Shows genuine concern * Tests comprehension and summarises * Seeks comparisons and encourages change * Ensures teaching and R&D are integral and improve service delivery | | * Prefers the status quo * Creates climate of blame * Closed to new thinking - blocks * Superficial interest in others * Assumes understanding - content with loose ends * Reacts to externally driven change * Does not maximise the benefit of teaching and R&D to improve service delivery |