

Leadership Strategy
2012-2015

List of Contents

INTRODUCTION AND PURPOSE	3
THE LEADERSHIP MODEL	4
FIGURE 1: IOW NHS LEADERSHIP MODEL	5
ISLAND LEADERS FRAMEWORK	6
FIGURE 2: ISLAND LEADERS FRAMEWORK	7
CURRENT PROVISION	8
FUTURE VISION	9
HOW SUCCESS WILL BE MEASURED	9
RELATED DOCUMENTS	10
APPENDIX 1 – NHS LEADERSHIP FRAMEWORK	11

Introduction and Purpose

This strategy will link leadership and management development and set out how the approach will work in practice for NHS Isle of Wight (referred to throughout as 'the Organisation'). The overall aim of this strategy is to improve services and outcomes for patients and the public in line with the Organisation's Workforce Strategy (2011), Equality Delivery System for the NHS, Critical Success Factors, CQC Essential Standards and Quality Innovation Productivity and Prevention (QIPP) objectives.

The document describes the approach that the Organisation will take to ensure that it is aligned with the leadership challenges of the present and future as a result of the modernisation of the NHS. Based on research theory and best practice evidence it proposes alignment of inter-professional leadership development programmes, management development, coaching and mentoring in order to meet the Organisation's strategic business needs, priorities, visions and values and thus enable delivery of a high quality service.

Leadership and talent management are key priorities within the Workforce Strategy (2011) with a vision that the Organisation will have 'Staff with leadership skills appropriate to their role who encourage innovation, ownership and effective relationships.'

The Organisation will support a whole system approach to leadership development, recognising that every individual employed within it has some responsibility for leadership. The vision is for a culture that values the growth of leaders to enhance patient-focused care at strategic, managerial and individual levels, and sustainable development of appropriate leadership capability and capacity.

This strategy applies to all staff in the Organisation. Different programmes will be available according to role and level in the organisation.

A leadership model (figure 1) has been developed with an accompanying framework (figure 2) to provide a detailed view of leadership and management development provision in the organisation according to job role and seniority.

The Workforce Strategy (2011) action plan will complement this strategy and set out how the Organisation will develop today's leaders/managers.

The Leadership Model

This model (figure 1) has been created to provide a visual representation of future proposed leadership development at the Organisation within the framework of the 12 questions created by Gallup© as a result of extensive research. Gallup© (2005) discovered that these questions could 'measure the strength of a workplace' and that 'they measure the core elements needed to attract, focus, and keep the most talented employees.'

The questions are:

What do I get?

1. Do I know what is expected of me at work?
2. Do I have the right materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?

What do I give?

4. In the last seven days, have I received recognition or praise for good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?

Do I belong?

7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel like my work is important?
9. Are my co-workers committed to doing quality work?

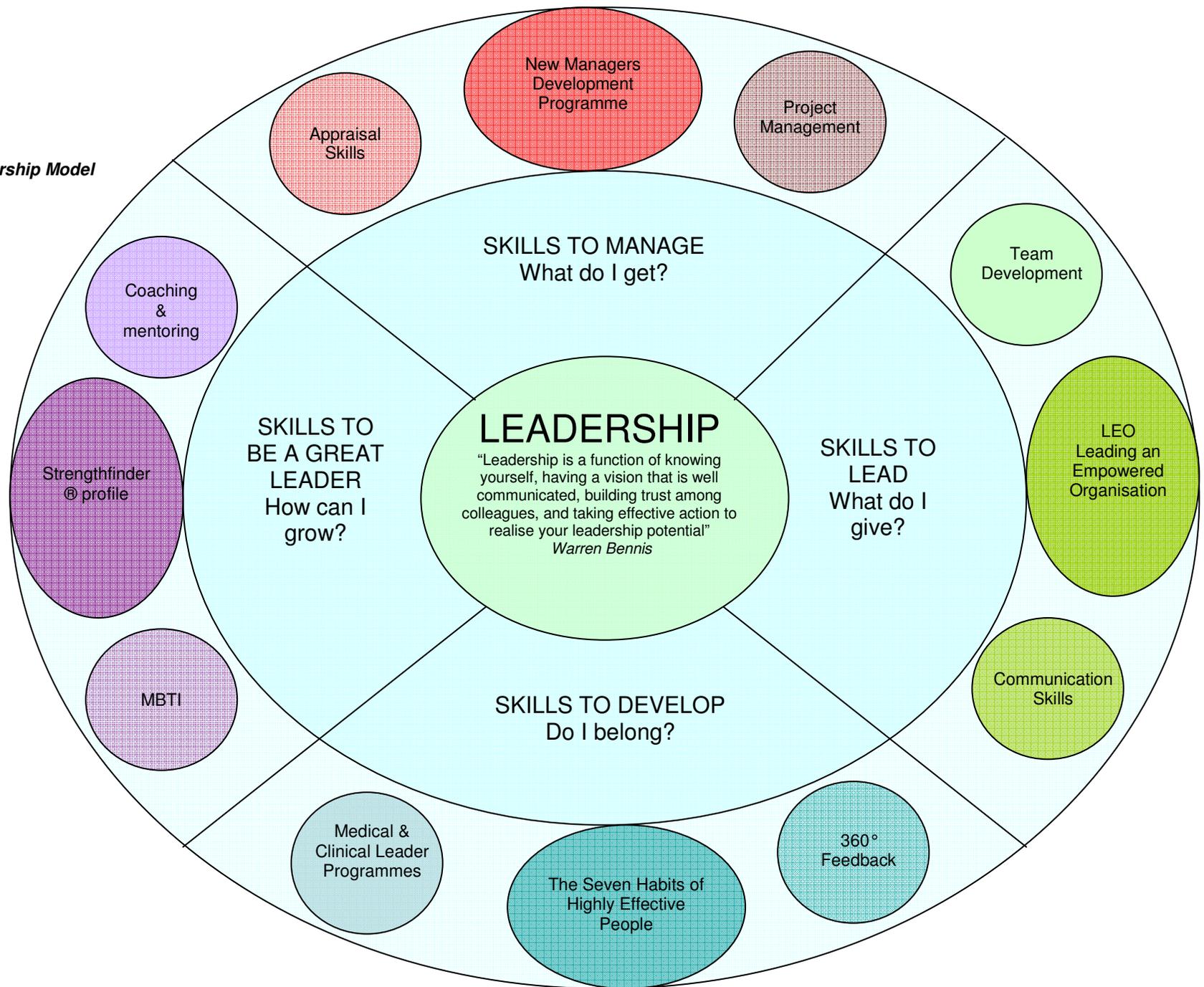
How do I grow?

10. Do I have a best friend at work?
11. In the last six months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

These questions define the core areas on the model; skills to manage, skills to be a great leader, skills to lead and skills to develop. For each of these core areas fundamental development activities are outlined which support the objective (such as appraisal skills to provide managers/leaders with the skills to facilitate a high quality appraisal with their staff).

This model and the content of the courses are aligned to the national Leadership Qualities Framework. In June 2011 the framework was revised and now encompasses both the Clinical and Medical Leadership Competency Frameworks (See appendix 1).

Figure 1: IOW NHS Leadership Model



Island Leaders Framework

It is intended that this framework of activities (figure 2) will form the basis for leadership and management development. This framework supports the leadership model but provides more detail in relation to some of the activities and opportunities available to leaders/managers according to their role and level of seniority.

Some of the activities on the framework already exist (e.g. LEO, 7 Habits), some are new (e.g. Strengthsfinder®) and others are in development.

New ways of delivering existing provision (such as LEO and 7 Habits) are being explored to provide more flexible options; for example using the 7 Habits framework for team development in 'bite size' sessions.

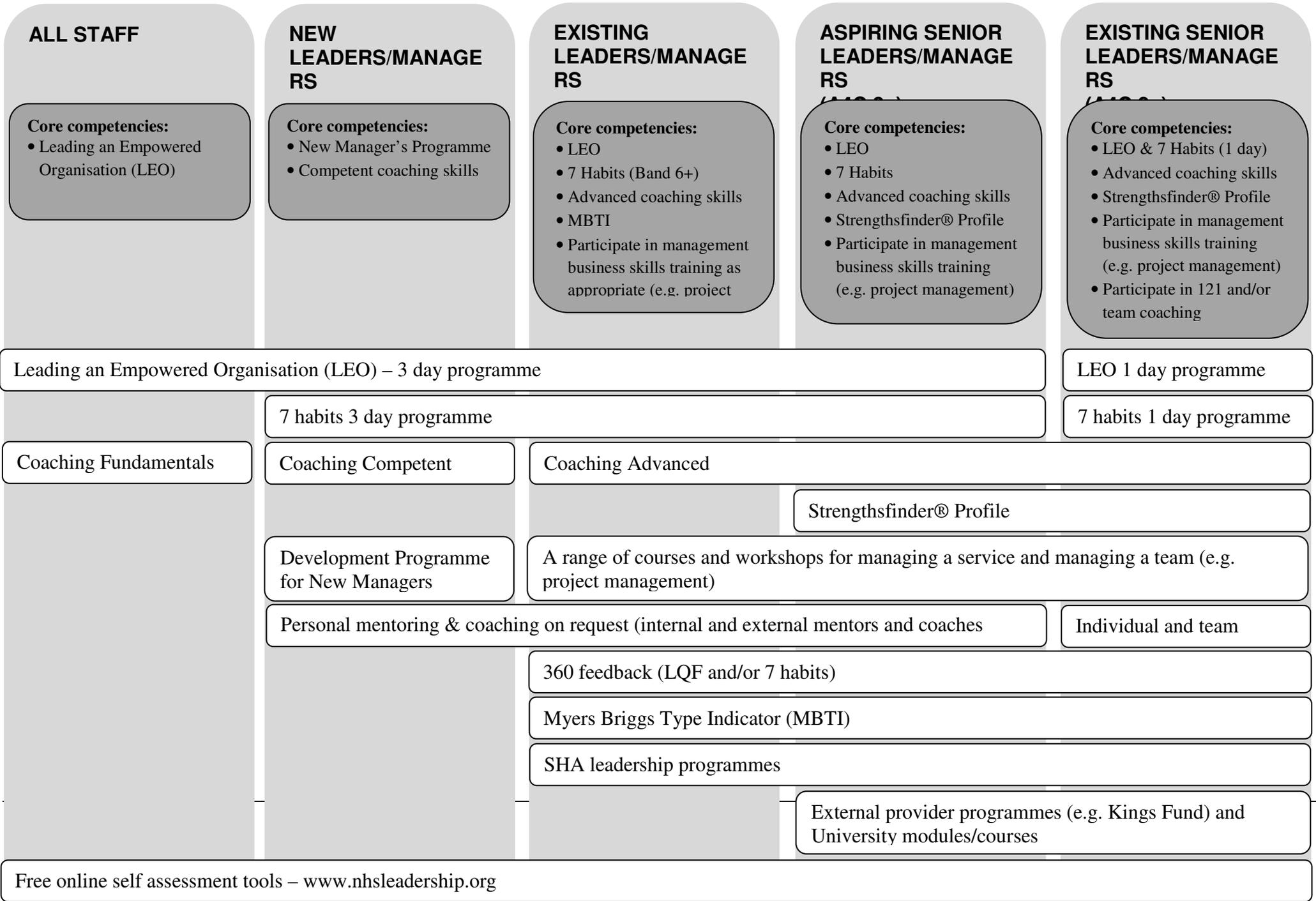
All new managers will be expected to undertake core learning such as the New Managers' Development Programme. Other skills may be optional according to role therefore a range of courses and workshops for managing a service and a team will be available (e.g. project management, NVQ Teambuilding).

This is underpinned by the Equality and Diversity Framework –

- Leading and influencing change through improving equality outcomes for patients, carers and service users
- Creating the capacity to respond to changing community needs
- Applying robust equality analysis to workforce and service developments to improve outcomes for staff, patients, carers and service users
- Operate from an human rights perspective

An annual training calendar will be produced for scheduled provision. This will include details of all the workshops/courses available both internally and externally. In addition, opportunities may become available during the year (such as SHA courses) which will be advertised and other activities will be provided on request.

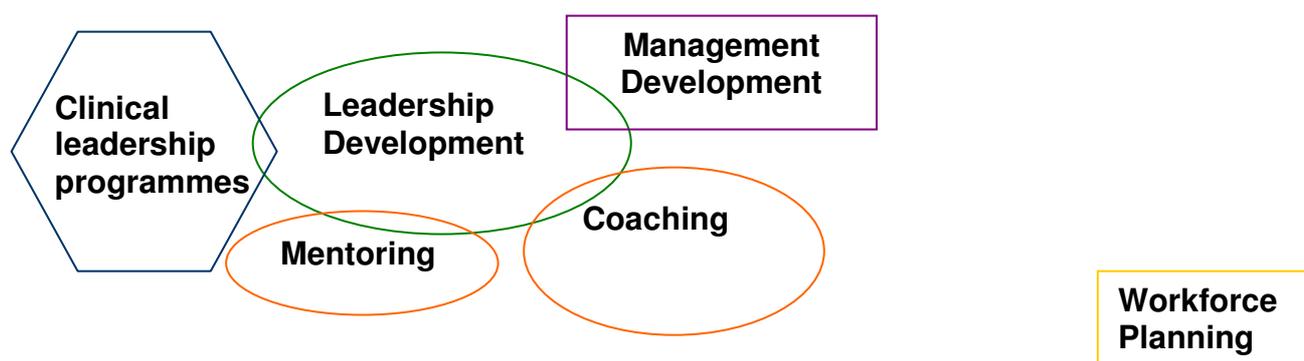
Figure 2: Island Leaders Framework



Current provision

The Organisation currently has excellent leadership development programmes and opportunities for coaching; however management development is quite separate and distinct and mentoring is provided ad hoc. There is a tentative link between non clinical and clinical leadership and development programmes. There is not a joined up, strategic 'whole Organisation' approach (Figure 3).

Figure 3: Overview: where we are now



The Organisation currently offers a wide range of leadership and management development programmes and training to develop leaders at all levels. These programmes are well attended. Leadership and management development run alongside each other; however they are not interlinked to plan for the future of the Organisation.

Coaching already takes place informally throughout the Organisation and coaching conversations happen routinely amongst colleagues. This way of developing individuals through questioning rather than telling is not promoted from an Organisational level and is missing as a key tool in many processes.

To support the development of coaching skills there is a 3 level training approach; a 1 day introduction for those wanting to learn about the basics of coaching, an intermediate course (1 day) for employees wishing to learn more about methods and skills in coaching and an advanced coaching course (1 day) takes the learning of the first two stages and develops this further.

The Organisation has an internal coaching register with a very limited number of coaches and access to a regional pool of coaches. This is not always promoted across the Organisation.

Training has been commissioned to train mentors throughout the Organisation so that a mentor register can be created. It should be noted, however, that the emphasis would be mentors for managers as opposed to mentors that currently exist for clinical practice.

Future vision

This strategy has been developed so that the organisation can ‘begin with the end in mind’. As Covey (2004) states, this “means to start with a clear understanding of your destination. It means to know where you are going so that you better understand where you are now and so that the steps you take are always in the right direction”.

The overarching vision of this strategy is to create an inter-professional leadership and management development programme, embedding the Leadership Model (figure 1) and Framework (figure 2) with coaching and mentoring to be at the heart of talent management, informing workforce planning (Figure 4).

Figure 4: The vision for the Organisation



The Workforce Strategy action plan will accompany this strategy.

How success will be measured

Evaluation of programmes (especially to measure impact on business); fewer performance-related referrals to HR; higher quality management; improvement in functioning of teams; improved recruitment and retention levels; and ultimately higher quality patient care.

The annual staff survey, as well as internal evaluation, will provide feedback (e.g. quality of appraisal).

Related documents

Competency Framework for Equality and Diversity Leadership, NHS North West (September 2011)

'First, Break all the Rules' The Gallup Organisation, Buckingham & Clifton (2005)

'Now Discover your Strengths' The Gallup Organisation (Strengthsfinder model ©), Buckingham & Clifton (2004)

'The Seven Habits of Highly Effective People', Covey (2004)

Isle of Wight NHS Workforce Strategy (2011)

NHS Constitution (2010)

NHS Competency Framework for Equality and Diversity (2011)

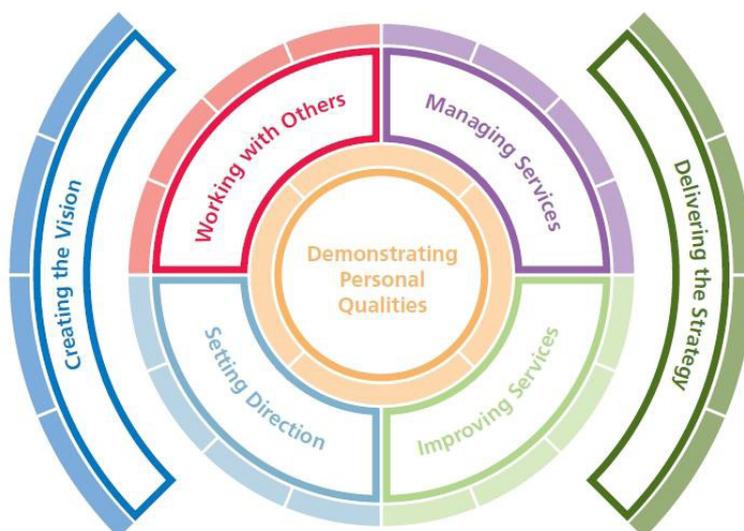
NHS Leadership Framework (2011)

SHA South Central Coaching Strategy

Appendix 1 – NHS Leadership Framework

Extract from Leadership Framework 2011
www.nhsleadership.org

Both the Medical and Clinical Leadership Competency frameworks share the core 5 domains to provide an integrated model for all staff groups.



Levels of Leadership

Each dimension of the NHS Leadership Framework has 5 leadership levels which are broadly progressive and are designed to illustrate the stages of development as a leader.

Level 1 Leading as a professional - is about building personal relationships with a range of colleagues, often working as part of a multi-disciplinary team. Leaders need to be able to recognise problems and work with them to solve them. The impact of the decisions leaders take at this level will be limited in terms of risk of a successful outcome.

Level 2 Leading others - is about building relationships across and within teams, recognising problems and solving them. At this level, leaders will need to be more conscious of the risks that their decisions may pose for self and others in terms of a successful outcome.

Level 3 Leading services - is about networking across teams and departments. Leaders will challenge the appropriateness of solutions to complex problems. The potential risk associated with their decisions will have a wider impact on the Service.

Level 4 Leading organisations - is about building broader partnerships across and outside traditional organisational boundaries. At this level leaders will be dealing with multi-faceted problems and coming up with innovative solutions to those problems. Their decisions may have significant impact on the NHS brand and outcomes.

Level 5 Leading systems - is about sustainable, replicable relationships across the system (relationships that will be retained even if a leader leaves the organisation). Leaders may lead at a national/international level and would be required to participate in whole systems thinking, finding new innovative ways of working and leading transformational change. The impact of their decisions would be critical to the future success of the NHS.