Inspiring shared purpose

Strong: Taking personal risks to stand up for the shared purpose

Do I have the self-confidence to question the way things are done in my area of work?

Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?

Do I support my team or colleagues when they challenge the way things are done?

Leading with Care

Strong: Providing opportunities for mutual support

Do I care for my own physical and mental wellbeing so that I create a positive atmosphere for the team and service users?

Do I help create the conditions that help my team provide mutual care and support?

Do I pay close attention to what motivates individuals in my team so that I can channel their energy so they deliver for service users?

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Evaluating Information

Strong : Thinking creatively

Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?

Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work?

Do I creatively apply fresh approaches to improve current ways of working?

Connecting our Service

Strong: Adapting to different standards / approaches outside my organisation

Am I connected to stakeholders in a way that helps me to understand their unspoken needs and agendas?

Am I flexible in my approach so I can work effectively with people in organisations that have different standards and approaches from mine?

Do I act flexibly to overcome obstacles?

Applied Psychology Leadership Profile, TEWV NHS FT, 2015

Sharing the vision

Proficient : Creating clear direction

Do I help people to see the vision as achievable by describing the 'journey' we need to take?

Do I use stories and examples to bring the vision to life?

Do I clearly describe the purpose of the job, the team and the organisation and how they will be different in the future?

Engaging the team

Strong: Co-operating to raise the game

Do I enable my team to feed off each other's ideas, even if there is a risk the ideas might not work?

Do I encourage team members to get to know each other's pressures and priorities so that they can co-operate to provide a seamless service when resources are stretched?

Do I offer support and resources to other teams in my organisation?

Influencing for results

Strong : Developing collaborative agendas and consensus

Do I use 'networks of influence' to develop consensus and buy-in?

Do I create shared agendas with key stakeholders?

Do I use indirect influence and partnerships across organisations to build wide support for my ideas?

Do I give and take?

Holding to account

Strong: Challenging for continuous Improvement

Do I constantly look out for opportunities to celebrate and reward high standards?

Do I actively link feedback to the overall vision for success?

Do I notice and challenge mediocrity, encouraging people to stop drifting and stretch themselves for the best results they can attain?

Developing capability

Proficient: Taking multiple steps to develop team members

Do I explore and understand the strengths and development needs of individuals in my team?

Do I provide development opportunities for other people through experience and formal training?

Do I look for and provide regular positive and developmental feedback for my team to help them focus on the right areas to develop professionally?

(adapted from the NHS Leadership Academy Healthcare Leadership Model, 2013)