Health Service Leaders 360 - 360 degree feedback

Competency Framework

You must complete all mandatory competencies and can select up to 0 optional ones.

Mandatory Competencies	Optional Competencies
Delivering the Strategy	
Creating the Vision	
Improving Services	
Managing Services	
Setting Direction	
Working With Others	
Demonstrating Personal Qualities	

Mandatory Competencies

Delivering the Strategy

Framing the strategy, developing the strategy, implementing the strategy, embedding the strategy

- Creates a climate of trust where concerns and outcomes can be openly discussed
- Creates opportunities to bring others together to achieve an identified goal
- Creates opportunities to work collaboratively with other stakeholders
- Interprets the organisation's key strategic aims to develop appropriate departmental objectives and plans
- Motivates people to work towards agreed goals
- Regularly evaluates service or care delivery, recognising when processes need to be reviewed
- Strikes a balance between strategic planning and delivering immediate operational targets
- Strives to understand others' agendas and motivates when discussion services
- Understands how own role and responsibilities fit into the team and organisation
- Understands how service changes impact other departments, the organisation and the wider context

Creating the Vision

Developing the Vision for the organisation, influencing vision for wider healthcare, communicating the vision, embodying the vision.

- Communicates a bold vision together with the rationale behind it
- Acts with confidence when communicating a vision for the future
- Develops creative solutions to transform services and care
- Engages constructively in organisational decision making processes
- Engages constructively when change is needed
- Has a broad understanding of the political, organisational and social influences on change
- Has a wide understanding of local and national policy and trends
- Identifies areas for healthcare improvements and works collaboratively to find solutions
- Involves and encourages a wide range of people to contribute to improvement and innovation
- Is able to negotiate a compromise when it is in the interests of the service

Improving Services

Critically Evaluating, Ensuring Patient Safety, Encouraging Improvement and Innovation, Facilitating Transformation

- Applies own knowledge and evidence based practice to identify options
- Challenges current thinking and practice to foster innovation
- Challenges those who put health and safety of patients, users or workers at risk
- Contributes to the development of robust clinical governance frameworks
- Develops creative solutions to transform services
- Motivates people to accomplish change
- Talks ands listens people in order to improve services and resolve conflicts or dissatisfaction
- Understands how custom and practice impact on change
- Undertakes regular review of complaints and adverse incidents to ensure service improvement
- Uses systematic method to assess and ensure clinical and environmental risks are minimized

Managing Services

Planning, Managing Resources, Managing People, Managing Performance

- Addresses issues or individuals who threaten team performance

- Adheres to relevant financial and commercial regulation
- Clearly identifies parameters for others behaviour
- Consistently works to a high standard
- Provides feedback on performance in a constructive and appropriate manner
- Regularly reviews service provision to indentify the type and level of resource needed
- Reviews performance information and monitors progress of their service against agreed performance indicators
- Supports the clinical team to provide good patient care and a high quality service
- Tackles poor performance
- Works with managers to ensure services are delivered within allocated resources and takes action where cost can be reduced

Setting Direction

Making Decisions, Applying Knowledge and Evidence, Identifying the Contexts for Change, Evaluating Impact

- Acts in a manner consistent with values and priorities of the organisation and profession
- Analyses of information and evidence base to challenge existing practice and process
- Considers organisational impact of departmental decisions
- Disseminates good practice through formal and informal channels
- Identifies and manages obstacles to change
- Is able to make unpopular decisions when in the best interests of the service
- Regularly evaluates changes to service or care delivery, recognising when processes need to be reviewed
- Supports others in using evidence to achieve best practice
- Translates best practice and emerging trends into practical change solutions
- Works within relevant legislative and accountability frameworks when implementing change

Working With Others

Working with Teams, Developing Networks, Building and Maintaining Relationships, Encouraging Contribution

- Can negotiate and resolve group conflicts in a positive manner
- Considers the needs and feelings of others in communication and decision making
- Develops and maintains trust in relationships
- Encourages others to develop and use their expertise to their full potential
- Has a widely developed personal network and knows how to use it appropriately
- Is fair and consistent with team members
- Listens to others ideas, expertise and contributions to develop shared solutions
- Promotes and engages in the sharing of information and resources
- Recognises and acknowledges the contribution that others in the team make
- Recognises the team purpose and respects team decisions

Demonstrating Personal Qualities

Developing Self Awareness, Managing Yourself, Continuing Personal Development, Acts with Integrity

- Actively seeks feedback from others and uses this to enhance personal performance
- Admits mistakes, takes corrective action and uses them as learning experience
- Challenges people or systems which compromise personal, professional or organisational ethics and values
- Consistently meets work commitments without compromising own well being
- Consistently works in an open, honest and ethical manner
- Is aware of own behaviour and how this impacts on others
- Manages own emotions in a manner appropriate for the situation
- Participates in formal and independent continuing professional development activities
- Plans work in a manner which utilizes own and others time effectively
- Understands how own emotions, stress and prejudices can affect own behaviour and judgment
- Uses positional and personal power with care and responsibility

Free Type Questions

- what does <NAME> do well that you would like them to do more of?
- what would you like <NAME> to do differently or stop doing?

Relationships

Peer

Junior Colleague

Senior Colleague

Line Manager

Direct Report