Leadership, Management and Coaching Offer – Draft June 22

Competency Framework Summary

We are supportive – Puts people first

•**Puts people first** - *I put people – staff, patients, others, and their care – at the heart of everything I do.*
•**Develops others** - *I motivate and develop myself and others to achieve their best.*
•**Leads compassionately** - *I lead others with understanding and empathy.*

We are respectful – Enable openness and accountability

•**Listens first** - *I listen first before acting or making decisions.*
•**Communicates openly** - *I build trust by communicating openly and honestly.*
•**Takes ownership** – *I take responsibility and hold others and myself to account.*

We are innovative – Shows strategic and agile leadership

•**Continuously improves** – *I constantly look for ways to improve.*
•**Thinks ahead** - *I think and plan with a future focus.*
•**Evaluates Information** – *I analyse information to make decisions.*

We are collaborative – Harness difference and togetherness

•**Works collaboratively** - *I value and encourage collaboration towards a common purpose.*
•**Empowers Teams** - *I empower teams to deliver.*
•**Values difference** - *I value difference and work inclusively.*

Our Values - Leads by example

Leads by example - *I role model our values and set the standard for a strong, open and trusting community within all leadership groups.*

Leads Self - *I lead myself with humility, compassion and awareness.*

Builds resilience - *I strive to build resilience and persevere when things get tough.*

Competency Framework Mapping

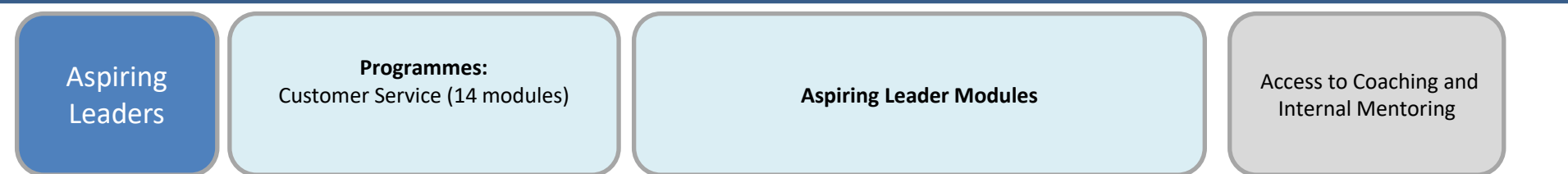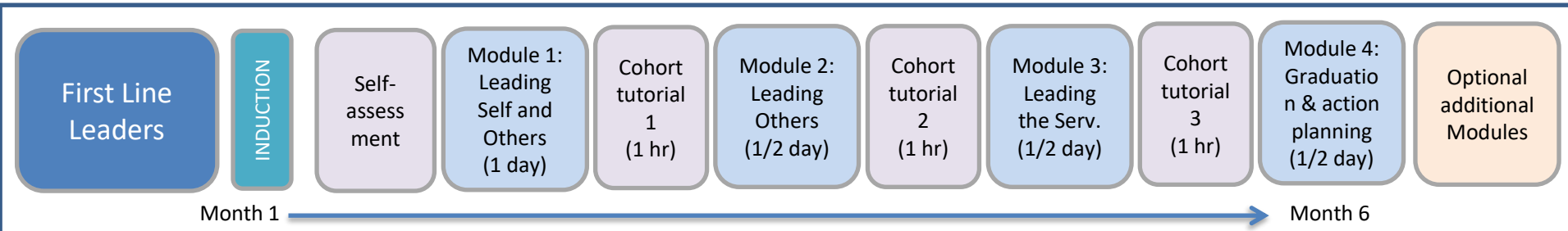| Competency	UHBW Value	NHS Leadership Academy – Healthcare Leadership Model	Patient First Lean Leadership Behaviour
Personal Impact			
Leads by Example	Our values – Leads by example	Inspiring shared purpose	Self-discipline
Leads Self	Our values – Leads by example	Leading with care / Developing capability / Engaging the team	Willingness to change / Humility / Self-discipline
Builds Resilience	Our values – Leads by example	Inspiring shared purpose	Perseverance
Impact on Others			
Puts People First	Supportive	Leading with care	
Develops Others	Supportive	Engaging the team / Developing capability	
Leads Compassionately	Supportive	Leading with care	
Listens First	Respectful	Leading with care	Curiosity
Communicates Openly	Respectful	Sharing the vision / Influencing for results	Humility
Takes Ownership	Respectful	Holding to account / Connecting our service / Inspiring shared purpose	
Works Collaboratively	Collaborative	Connecting our service / Sharing the vision	
Empowers Teams	Collaborative	Engaging the team	
Values Difference	Collaborative	Influencing for results	
Strategic Impact			
Thinks Ahead	Innovative	Evaluating information	
Continuously Improves	Innovative	Evaluating information	Curiosity / Willingness to change
Evaluates Information	Innovative	Evaluating information	Curiosity

We are **supportive**   We are **respectful**   We are **innovative**   We are **collaborative**

The Offer - Key Components

Flexible Modular Programme

External Programmes

Management Development Route

Team Development

Coaching & Mentoring

Self-Directed Learning
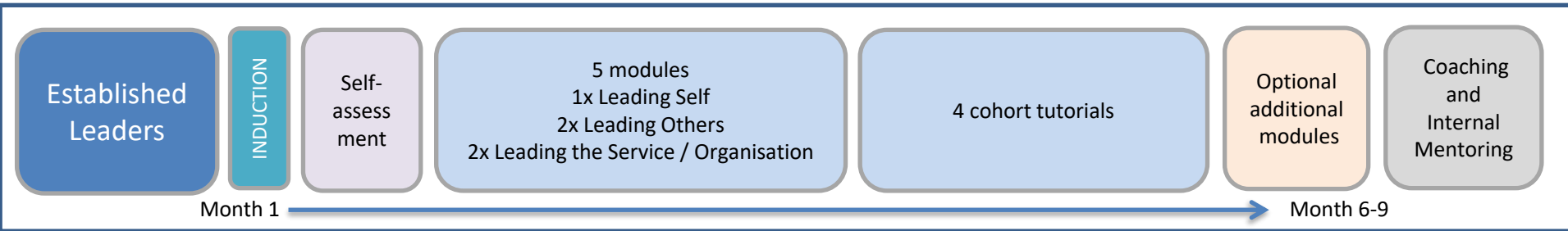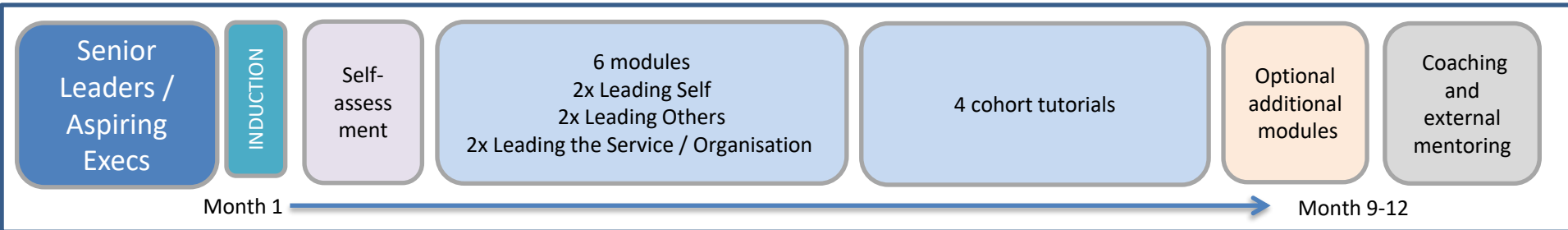
Apprenticeships

Leaders Network

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Leadership Framework Offer

	Aspiring Leader *I lead myself*	First Line Leader *I lead a team / progressing to leading a team*	Established Leader *I lead teams who lead teams*	Senior Leaders / Aspiring Execs *I lead the organisation*
UHBW	Induction **Aspiring Leaders Modules** **Customer Service Programme** Team Development Coaching & Mentoring	Management Induction **First line Leaders Programme / Modules** Team Development Coaching & Mentoring	Management Induction **Established Leaders Programme / Modules** Team Development Coaching & Mentoring	Management Induction **Senior Leaders Programme / Modules** Team Development Coaching & Mentoring
Apprenticeship	**Level 4 & 3 Apprenticeships include:** • Associate Project Manager • Junior Management Consultant • Team Leader/Supervisor	**Level 5 Apprenticeships include:** • Operations/Departmental Manager • Improvement Specialist • Coaching professional	**Level 6 Apprenticeships include:** • Chartered Management Degree • Marketing Manager	**Level 7 Apprenticeships include:** • Senior Leader • Senior People Professional • Systems Thinking Practitioner
Nat/Reg	SWLA – Edward Jenner SWLA – e-learning modules BNSSG Growing Together Opportunities	SWLA –Mary Seacole SWLA – e-learning modules NHS Graduate Management Scheme	SWLA Rosalind Franklin SWLA – e-learning modules BNSSG Clinical Leadership Prog. BNSSG Matrons Prog. Regional masterclasses	SWLA: Elizabeth Garrett Anderson / Nye Bevan SWLA – e-learning modules BNSSG Assoc. Medical Director Programme BNSSG Peleton Systems Leadership

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Leadership Prog. Summary

Senior Leaders / Aspiring Execs

INDUCTION | Self-assessment | 6 modules / 2x Leading Self / 2x Leading Others / 2x Leading the Service / Organisation | 4 cohort tutorials | Optional additional modules | Coaching and external mentoring

Month 1 → Month 9-12

Established Leaders

INDUCTION | Self-assessment | 5 modules / 1x Leading Self / 2x Leading Others / 2x Leading the Service / Organisation | 4 cohort tutorials | Optional additional modules | Coaching and Internal Mentoring

Month 1 → Month 6-9

First Line Leaders

INDUCTION | Self-assessment | Module 1: Leading Self and Others (1 day) | Cohort tutorial 1 (1 hr) | Module 2: Leading Others (1/2 day) | Cohort tutorial 2 (1 hr) | Module 3: Leading the Serv. (1/2 day) | Cohort tutorial 3 (1 hr) | Module 4: Graduation & action planning (1/2 day) | Optional additional Modules

Month 1 → Month 6

Aspiring Leaders

Programmes: Customer Service (14 modules) | **Aspiring Leader Modules** | Access to Coaching and Internal Mentoring

Self-directed learning / Supporting resources: Reflective Learning Diary, e-learning, References, Pre & Post Work, Podcasts, Coaching & Mentoring

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Example Modules

Corporate / Management Induction

Leading Self
- Self-compassion
- Authentic leadership
- Intro. to Emotional Intelligence
- Supporting wellbeing
- Building Resilience
- Personal Development Planning
- Getting the most out of your appraisal
- Train the trainer

Leading Others
- **Compassionate Leadership**
- Communication skills
- Persuading and influencing
- **Giving and receiving feedback**
- **Managing performance**
- **Goal setting**
- **Motivating others**
- **Managing difficult situations**
- Leading through values
- Leading high performing teams
- **Inclusive leadership**
- Presentation skills
- **Coaching for performance**
- Managing hybrid teams
- Mentoring
- **Quality conversations**
- Courageous conversations
- Facilitating meetings
- Train the trainer

Leading the Organisation:
- Planning and prioritising
- Decision making & Problem solving
- Managing change
- Systems Leadership
- Strategic thinking
- Managing capacity and resources
- Service development
- Leading innovation
- Project management
- Data analysis
- Report writing
- Finance for non-financial managers
- Risk management
- Writing business cases
- Contracting and procurement
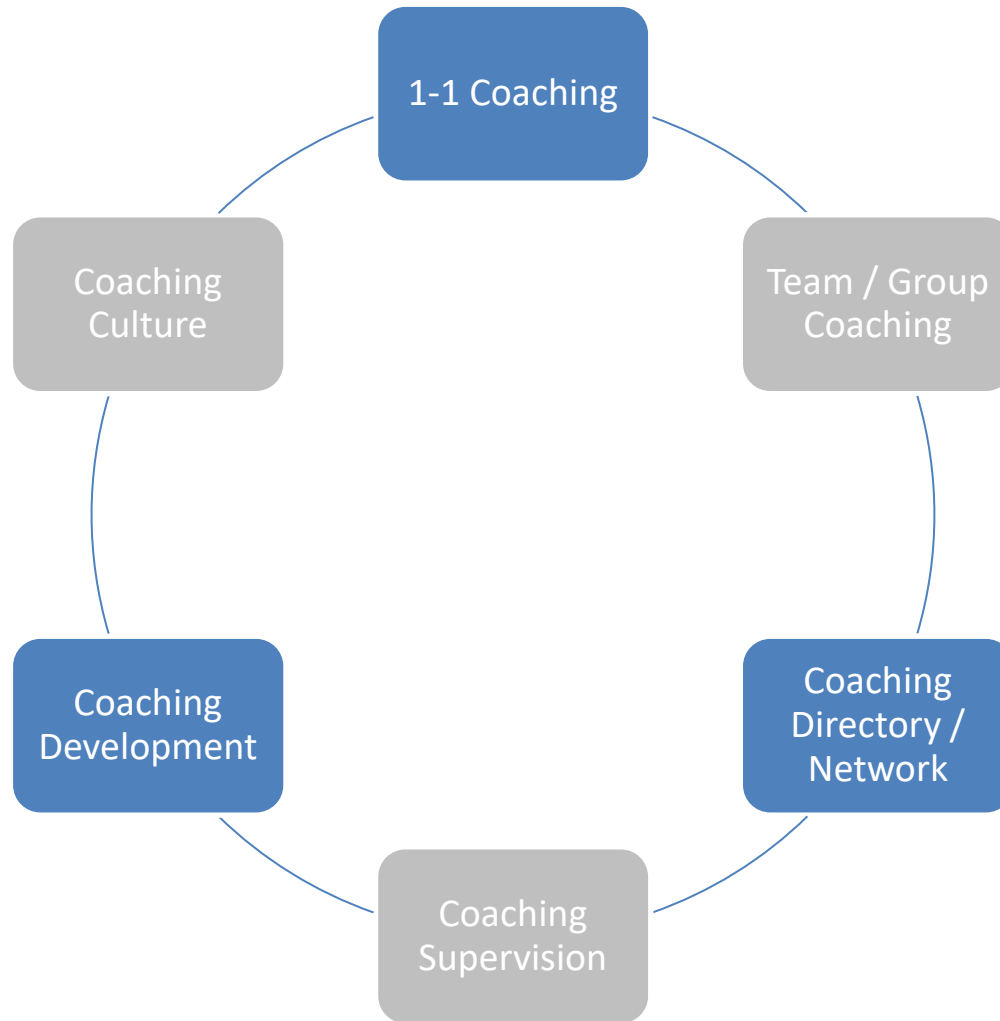- Job planning

Team Development

Team Coaching

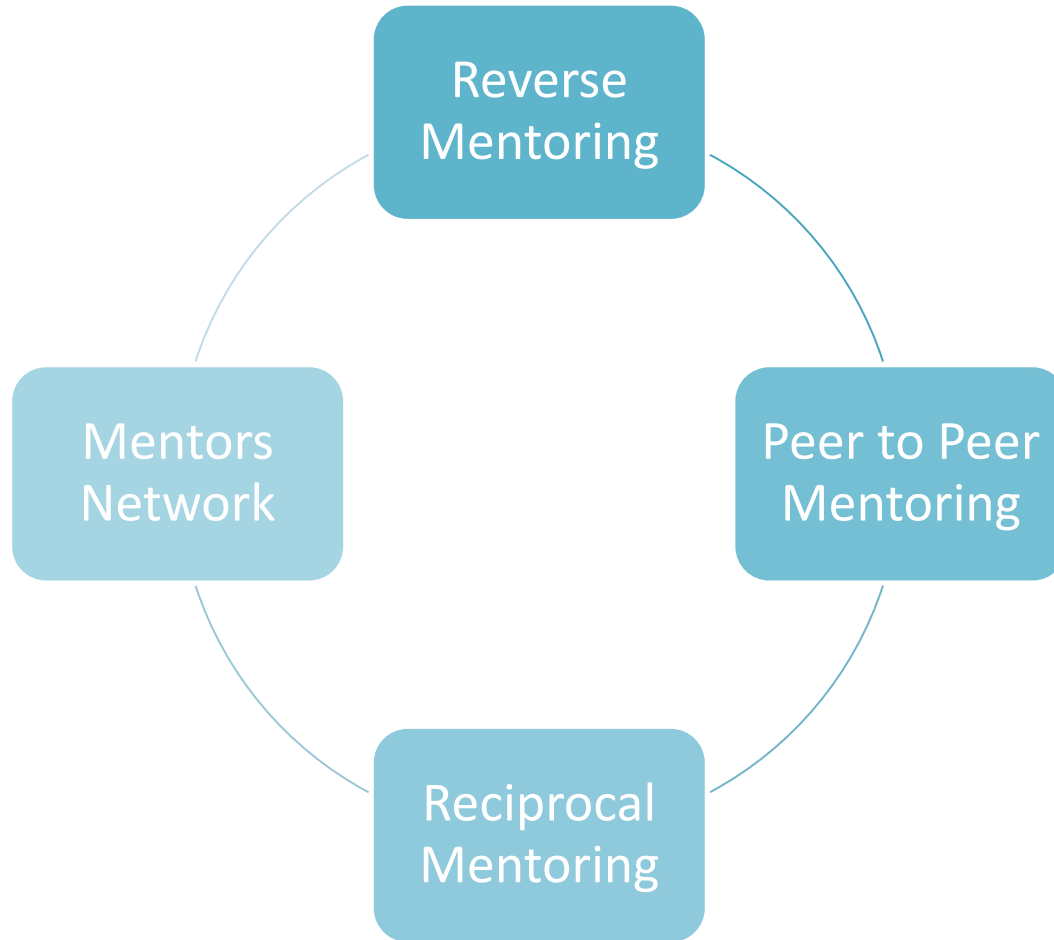Team Based Action Learning

Team Training

Team Feedback

Team Building

Coaching Framework

Mentoring Framework

Success Measures

People Strategy Objectives

Retention & Stability

Annual Staff Survey

Appraisal feedback & Completions

Course Attendance

Course Feedback

Leaders Action Outcomes

Awards

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