Board level behaviours

The NHS Leadership Model describes nine behaviours which together contribute towards strong and effective NHS leaders. Chairs will need to demonstrate this range of behaviours and the highest standards of conduct required to contribute effectively in this board level role:

- **Inspiring shared purpose** - create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community
- **Leading with care** - understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users
- **Evaluating information** - are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement
- **Connecting our service** - understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively
- **Sharing vision** - convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in
- **Engaging the team** - promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members
- **Holding to account** - create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service
- **Developing capability** - champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure
- **Influencing for results** - are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery
- **Championing the standards of public life** – uphold the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership

For more information about the NHS Leadership Academy's Healthcare Leadership Model visit http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/

The seven principles of public life

The principles of public life apply to anyone who works as a public office-holder and therefore will apply to this role:

- **Selflessness** - holders of public office should act solely in terms of the public interest

- **Integrity** - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

- **Objectivity** - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

- **Accountability** - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

- **Openness** - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

- **Honesty** - holders of public office should be truthful

- **Leadership -** holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour whenever it occurs

Assessing board behaviours

Inspiring shared purpose

Why is it important?

- Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community.

Positive indicators

- Values a services ethos.
- Curious about how to improve services.
- Behaves in a way that reflects the principles and values of the NHS

Negative indicators

- Turns a blind eye.
- Uses values to push a personal or 'tribal' agenda.
- Hiding behind values to avoid doing their best.
- Self-righteous.
- Displays misplaced tenacity.
- Shying away from doing what he/she knows is right.

Leading with care

Why is it important?

- Leaders understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users.

Positive indicators

- Has the essential personal qualities for leaders in health and social care.
- Understands the unique qualities and needs of a team.
- Provides a caring, safe environment to enable everyone to undertake their roles effectively.

Negative indicators

- Fails to understand the impact of his/her behaviour on others.
- Avoids responsibility for the wellbeing of colleagues in his/her team.
- Makes excuses for poor performance.
- Takes responsibility away from individuals.

Evaluating information

Why is it important?

- Leaders are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement.

Positive indicators

- Seeks varied information.
- Leads the board in making evidence-based decisions that respect different perspectives and meet the needs of all service users.
- Uses information to generate new ideas and make effective plans for improvement or change.

Negative indicators

- Fails to look beyond the obvious.
- Collects data without using it.
- Think only of his/her own measures or experience.
- Is reluctant to look for better ways of doing things.
- Ignores problems by ignoring data.
- Uses research as a weapon.

Connecting the service

Why is it important?

- Leaders understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively.

Positive indicators

- Understands how health and social care services fit together and how different people, teams or organisations interconnect and interact.
- Builds and maintains strong strategic relationships with key stakeholders across the community.
- Displays flexibility when working with organisations with differing agendas.

Negative indicators

- Being rigid in his/her approach.
- Thinks only about the needs of his/her organisation.
- Believes only his/her view is the right one.
- Fails to engage with other parts of the local health system.

Sharing the vision

Why is it important?

- Leaders convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in.

Positive indicators

- Communicates a compelling and credible vision of the future in a way that makes it feel achievable and is exciting.

Negative indicators

- Talks about the vision but doesn't work to achieve it.
- Is inconsistent in what he/she says.
- Avoids the difficult messages.
- Says one thing but does another.

Engaging the team

Why is it important?

- Leaders promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members.

Positive indicators

- Actively encourages others to contribute.
- Demonstrates that the contributions of others are important and valued.
- Creates an atmosphere in which mutual respect, constructive challenge and open engagement are valued.

Negative indicators

- Builds plans without consultation.
- Demonstrates an autocratic leadership style.
- Fails to value diversity and different perspectives.
- Springs ideas on others without discussion.

Holding to account

Why is it important?

- Leaders create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self manage within the demands of their job, and deliver improving standards of care and service delivery.

Positive indicators

- Agrees clear performance goals and quality indicators.
- Supports and encourages individuals and teams to take responsibility for results.
- Provides constructive and balanced feedback.

Negative indicators

- Sets unclear and unrealistic targets.
- Tolerates mediocrity.
- Makes erratic and changeable demands.
- Gives unbalanced feedback.
- Makes or accepts excuses for poor or variable performance.
- Reluctant to change.

Developing capability

Why is it important?

- Leaders champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure.

Positive indicators

- Builds capability to enable people to meet future challenges.
- Acts as a role model for personal development.
- Creates an environment in which individuals and teams can learn from each other.
- Provides regular positive and developmental feedback.

Negative indicators

- Focuses on short-term accomplishment.
- Supports technical learning at the expense of other forms of growth and development.
- Undertakes development only for his/her benefit.
- Tries to develop only the best people.

Influencing for results

Why is it important?

- Leaders are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery.

Positive indicators

- Decides how to have a positive impact on other people.
- Builds relationships to recognise the passions and concerns of others.
- Uses interpersonal and organisational understanding to persuade and build collaboration.
- Uses his/her influence and partnerships and organisations to build support.
- Adapts his/her communication style to the needs of different groups.

Negative indicators

- Is insular.
- Pushes an agenda without regard to the views of others.
- Uses only one influencing style.
- Can be discourteous or dismissive.