

Management and Leadership Framework

Standards and Competencies



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The NHS management and leadership standards address long-standing concerns flagged in the Messenger and Kark Reviews while preparing the NHS for future challenges. They provide a robust framework to ensure all NHS managers and leaders demonstrate excellence, drive improvements in care quality, create inclusive and psychologically safe environments, and maintain consistent and effective practices across the organisation.

Why are the Management Standards Needed?

The new management standards are needed to:

- **Address Variability:** Currently, there is inconsistency in leadership and management practices across the NHS, which impacts the quality of care and staff experience. Unified standards will ensure consistency in expectations and performance.
- **Clarify Expectations:** A single set of standards will define what good leadership and management look like, providing clarity and alignment across all levels of the NHS.
- **Improve Leadership Quality:** By establishing clear benchmarks, the standards aim to enhance the skills, behaviors, and competencies of leaders and managers, ensuring they are equipped to meet the demands of a rapidly evolving healthcare system.
- **Support Accountability:** Clear standards create a framework for appraisals, promotions, and professional development, making accountability more transparent and measurable.
- **Build Public Trust:** Strengthened management practices ensure that patients, staff, and stakeholders have confidence in the leadership of the NHS.

How Will the Standards Help Managers and Leaders in the NHS Demonstrate Good Practice?

The standards will help NHS managers and leaders by:

- **Providing a benchmark for excellence**
- **Embedding inclusive and collaborative leadership**
- **Offering structured development opportunities**
- **Identify areas for growth and celebrate successes**
- **Emphasise integrity and accountability, ensuring leaders act transparently and ethically.**

They will also ensure consistency in the Standard of Management and Leadership:

- **Unified Expectations:** A single, national set of standards ensures consistency in leadership practices across regions and organizations, reducing variability in management quality.
- **Accredited Training and Appraisals:** Mandatory training programs and aligned appraisal systems ensure all managers are meeting the same high standards.
- **Organisational Alignment:** By tying leadership practices to strategic goals, the standards ensure that leaders across the NHS work collaboratively to achieve consistent outcomes.

Managers and leaders working in the NHS and in healthcare can use these Standards and Competencies to ensure that they understand their role and responsibilities as a manager or leader, including knowing what is expected of them to support the continued success of the NHS' strategic goals and priorities, demonstrating a commitment to its vision and mission, and role modelling the core principles of the Management and Leadership Code for Health and Social Care.

Framework Stages

Core Stage	<p>This stage 1 sets out the core and fundamental competencies expected of every manager and leader, regardless of their level of seniority and role. It will also support employees who are preparing to take their first steps into a management or leadership role as it provides an understanding of what it means to be a manager or leader and covers the core skills required when taking responsibility for the outcomes of others.</p>
Stage 1 New and First-Line Managers and Leaders	<p>Stage 1 supports individuals working in their first supervisory, leadership, or management role where they are required to start taking responsibility and ownership for activities undertaken by others as well as themselves. They will be starting to understand the principles involved in effective resource management and staff development, and have some experience of putting this into practice. They may be involved in refining policies and processes, and will represent the strategic decisions made by more senior leaders to the organisation as a whole.</p>
Stage 2 Mid-Level Managers and Leaders	<p>Stage 2 managers and leaders operating at this level will typically either have line management responsibility, or are leading the delivery of key strategic projects. Typically, their role requires them to be responsible for quality and continuous improvement, staff development, resource management and the origination of policies and procedures. They will also be expected to have a detailed understanding of strategic objectives and the roles that other disciplines and departments play, while actively contributing to their organisation's culture.</p>
Stage 3 Senior Managers and Leaders	<p>Stage 3 managers and leaders operating at this level are expected to be established in their management and leadership role. Typically, their role requires them to lead a team autonomously and contribute to the delivery of their organisation's strategy. They will have budgetary or resource management responsibility and experience, and will take a lead in developing staff on a wide scale. They will also be expected to take the lead in the development and role-modelling of their organisation's culture, drive continuous improvement and provide data to influence strategic decision making.</p>
Stage 4 Executive Managers and Leaders	<p>Stage 4 supports the most senior level of management and leadership within the organisation meaning that they will be likely to have responsibility for multiple and complex teams as well as managers of other teams. Typically, their role requires them to set the strategy and vision for their organisation, drive and embed their organisation's culture, and work with the wider system and external stakeholders to deliver key governmental and ministerial priorities.</p>

Standards and Competencies

The Standards and Competencies are separated out into 4 focus areas, and within those into 12 competency groups; the below shows how the framework fits together:



A set of standards - is a structured framework that outlines the expected competencies required for managers and leaders at different stages.

A stage - refers to a manager's and leader's experience or expertise within their given role / or the different levels of responsibility and authority within an organisation.

Competency groups - a competency group is a set of related competencies, typically grouped to reflect different areas of expertise or function. There are 12 competency groups.

Competencies - a competency is a combination of skills, knowledge, behaviours, attitudes or attributes required by a manager and leader to perform at their best in their given role. They set out what the manager and leader should be able to do and how they should behave. There are 36 competencies.

Statements - each competency has 5 statements that set out what a manager and leader is expected to do or demonstrate to meet the expectations of that specific competency and stage.

Self Focus

This focus area encompasses the personal attributes, skills, and behaviours that managers and leaders in the NHS and healthcare sector must develop to lead with confidence, integrity, and adaptability.

It includes self-awareness, emotional and social intelligence, resilience, well-being, continuous learning, and ethical accountability—all essential for making informed decisions, fostering inclusive leadership, and maintaining high professional standards.

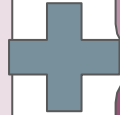
Self-focus is foundational, as it enables individuals to manage themselves effectively before leading others, ensuring they can navigate complexity, drive positive outcomes, and sustain high performance in a fast-changing healthcare environment.

Personal Effectiveness

Taking accountability for my actions, biases, and behaviours

Core Stage

I reflect on my actions, reactions and biases, both conscious and unconscious, understanding how these impact myself and others and taking proactive steps to ensure fairness and inclusivity.



Stage 1: New and First-Line Managers and Leaders

I use social and emotional intelligence to manage relationships, make fair decisions, and foster an inclusive environment where all voices are valued.

Stage 2: Mid-Level Managers and Leaders

I demonstrate accountability and self-awareness, by practising self-reflection and adjusting my behaviours based on feedback.

Stage 3: Senior Managers and Leaders

I ensure my team(s) take accountability for their actions, ensuring inclusivity and fairness are at the heart of everything they do, while challenging others where lack of action or inappropriate actions and behaviours have been identified.

Stage 4: Executive Managers and Leaders

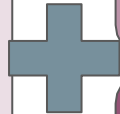
I take accountability for setting the cultural tone of the organisation, embedding inclusivity and ethical behaviours into policies, processes, and practices.

Personal Effectiveness

Developing resilience and wellbeing strategies

Core Stage

I take responsibility for my emotional, mental, and physical well-being, recognising its impact on my performance and ensuring I access available support when needed.



Stage 1: New and First-Line Managers and Leaders

I proactively manage my well-being by setting healthy boundaries, seeking support when needed, and fostering self-awareness to sustain resilience in a ever-changing and demanding environment.

Stage 2: Mid-Level Managers and Leaders

I lead by example, demonstrating healthy well-being practices, promoting open conversations about resilience, and encouraging others to prioritise their emotional, mental, and physical health.

Stage 3: Senior Managers and Leaders

I implement strategies to enhance well-being across my team(s), by ensuring access to support resources, removing barriers to work-life balance, and fostering a psychologically safe workplace.

Stage 4: Executive Managers and Leaders

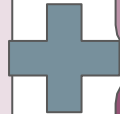
I collaborate with colleagues across the organisation to embed well-being into our culture, policies, and leadership practices, ensuring a sustainable approach to emotional, mental, and physical health for all.

Personal Effectiveness

Committing to ongoing professional development

Core Stage

I commit to continuous professional development by seeking learning opportunities, engaging in reflective practice, and using feedback to enhance my leadership and management skills.



Stage 1: New and First-Line Managers and Leaders

I actively participate in peer learning, coaching, and mentoring to support both my own development and a culture of continuous learning.

Stage 2: Mid-Level Managers and Leaders

I integrate structured reflection and feedback into my management and leadership approaches, ensuring my ongoing development benefits both my team(s) and the organisation.

Stage 3: Senior Managers and Leaders

I model, promote, and embed reflective practice and ongoing professional development within my team(s) to align personal growth with organisational objectives.

Stage 4: Executive Managers and Leaders

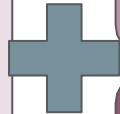
I evaluate the impact of development initiatives, and foster a culture of lifelong learning by embedding professional growth as a strategic priority.

Decision Making and Prioritisation

Using data, evidence, and critical thinking to make informed and conscious decisions

Core Stage

I understand the value of data, analysis and information, and know how to source, access and assess what is needed to make informed, conscious and intentional decisions.



Stage 1: New and First-Line Managers and Leaders

I gather credible data and information from reliable sources, carefully assessing potential benefits, risks, and implications to make robust decisions.

Stage 2: Mid-Level Managers and Leaders

I support and guide my team(s) to apply critical thinking when accessing and evaluating data and information, ensuring that all decisions are deliberate and well-reasoned.

Stage 3: Senior Managers and Leaders

I empower my team(s) to use data and critical thinking when navigating complex decisions, including those made with incomplete or evolving information, to build a culture of accountability and deliberate decision-making.

Stage 4: Executive Managers and Leaders

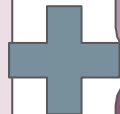
I establish and embed a culture of intentional, evidence-based decision-making across the organisation and wider system, ensuring that all decisions made are data-driven, conscious, transparent, strategic.

Decision Making and Prioritisation

Managing my time, priorities and energy effectively

Core Stage

I regularly assess my tasks and energy levels, distinguishing between urgent and important activities, and take proactive steps if I am unable to complete a task effectively or need support.



Stage 1: New and First-Line Managers and Leaders

I prioritise tasks to manage my workload and energy effectively, using tools including delegation and constructively feeding upwards when additional support or adjustments are needed.

Stage 2: Mid-Level Managers and Leaders

I adapt to new and rapidly changing situations by re-prioritising tasks, managing upwards as necessary, and ensuring I balance my energy to maintain effectiveness and resilience.

Stage 3: Senior Managers and Leaders

I manage complex and evolving priorities, modeling sustainable work practices for my team(s), and benchmarking my performance against peers and national standards.

Stage 4: Executive Managers and Leaders

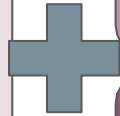
I place importance on my own quality of life, while leading an agile culture that balances priorities, well-being and resilience across the organisation.

Decision Making and Prioritisation

Ensuring decisions are ethical, inclusive, and fair

Core Stage

I consider organisational values, including those within the Code, and the impact of bias, discrimination and cultural differences on people outcomes and experiences when making decisions.



Stage 1: New and First-Line Managers and Leaders

I ensure everyone within my area of responsibility understands the importance of making decisions that are ethical and inclusive and that they consider the impact on others.

Stage 2: Mid-Level Managers and Leaders

I am accountable for decisions made by me and my team(s), ensuring that options have considered the impact on people outcomes and experiences, and are justified, ethical and inclusive.

Stage 3: Senior Managers and Leaders

I champion ethical and inclusive decision-making across the organisation and within the community, setting an expectation of transparency and fairness for all.

Stage 4: Executive Managers and Leaders

I role model an ethical and inclusive approach to strategic decision-making, ensuring transparency and accountability at all levels across the organisation.

Communicating Effectively

Communicating with clarity, transparency, and purpose

Core Stage

I communicate clearly, adapting approaches and being respectful of different situations.

Stage 1: New and First-Line Managers and Leaders

I use verbal and non-verbal communication to ensure effectiveness, listening actively to others, and reflecting on my impact.

Stage 2: Mid-Level Managers and Leaders

I share feedback and concerns ensuring a two-way flow of information between my team(s) and senior management.

Stage 3: Senior Managers and Leaders

I communicate the strategic objectives of senior management, applying purposeful approaches that inform, inspire, and engage others, and invite feedback to ensure understanding.

Stage 4: Executive Managers and Leaders

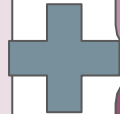
I craft and deliver impactful strategic messages to diverse audiences, building trust through active listening, and modeling the importance of clear, effective communication within and beyond the organisation.

Communicating Effectively

Managing challenging and sensitive conversations

Core Stage

I approach challenging conversations with professionalism and composure, preparing effectively to ensure clarity, fairness, and respect.



Stage 1: New and First-Line Managers and Leaders

I actively listen and respond with empathy in challenging conversations, maintaining a constructive dialogue even in emotionally charged or high-pressure situations.

Stage 2: Mid-Level Managers and Leaders

I remain confident and assertive when addressing difficult topics, balancing transparency with sensitivity to achieve positive outcomes.

Stage 3: Senior Managers and Leaders

I de-escalate conflict by recognising underlying concerns and facilitating solutions that respect individuals while aligning with organisational priorities.

Stage 4: Executive Managers and Leaders

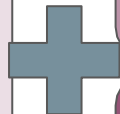
I model and promote a culture of open, honest, and respectful communication, across organisations and systems, which supports the handling of difficult conversations.

Communicating Effectively

Encouraging open dialogue and feedback to foster an inclusive and safe environment

Core Stage

I communicate openly, actively listening to feedback and contributing to an environment where people feel safe to speak up about both good and bad news.



Stage 1: New and First-Line Managers and Leaders

I listen and follow up concerns raised by team(s), recognising that everyone is unique, heard and valued.

Stage 2: Mid-Level Managers and Leaders

I take accountability for ensuring that communications made by me and my team(s) are transparent, ethical and inclusive.

Stage 3: Senior Managers and Leaders

I champion clear and transparent communication and decision-making, promoting ethical and inclusive practices by leading reflective discussions across my team(s) to identify and recognise successes and improve future outcomes.

Stage 4: Executive Managers and Leaders

I promote an inclusive and safe environment where open dialogue and feedback are expected practice, and ensuring there is accountability at all levels.

Team Focus

This focus area concentrates on the support, collaboration, trust, and shared purpose needed within a high-performing team to achieve quality healthcare outcomes.

This includes clear communication, coaching and mentoring, supporting professional development, and creating an inclusive and psychologically safe environment.

Managers and leaders must also address team dynamics, workload, and well-being to ensure optimal performance and cohesion.

Managing and Leading Others

Valuing Others

Core Stage

I demonstrate compassionate leadership by valuing and recognising the contributions of the people I work with, supporting their well-being, and fostering teamwork to achieve shared goals.

Stage 1: New and First-Line Managers and Leaders

I create an equitable, inclusive and collaborative environment where individuals are heard and feel valued.

Stage 2: Mid-Level Managers and Leaders

I respect and empower my team(s) as individuals, promoting resourcefulness, teamwork, and a supportive culture where people feel confident to challenge ideas and share responsibility for success.

Stage 3: Senior Managers and Leaders

I employ consistent practices and approaches across the organisation to strengthen people management skills and foster a culture of inclusivity, trust, and collaboration that allows everyone to feel valued.

Stage 4: Executive Managers and Leaders

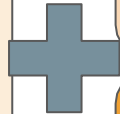
I lead the creation of an organisational culture built on trust, empathy, and inclusivity, empowering individuals to perform at their best and driving collective success through a shared sense of purpose and community.

Managing and Leading Others

Supporting people to thrive

Core Stage

I recognise the importance of encouraging others to have a blended approach to ongoing learning and development, that includes formal and informal opportunities.



Stage 1: New and First-Line Managers and Leaders

I hold regular developmental conversations with individuals in my team(s) to collaboratively agree their learning and development goals, identifying opportunities that align with their aspirations and strengths.

Stage 2: Mid-Level Managers and Leaders

I ensure that learning and development time is prioritised and protected within my team(s), creating an environment where everyone can enhance their skills and confidence.

Stage 3: Senior Managers and Leaders

I allocate time and resources to support the development of individuals and teams across the organisation, fostering collaborative working and enhancing collective effectiveness.

Stage 4: Executive Managers and Leaders

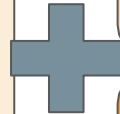
I ensure appropriate resources for all learning and development activities are allocated across the organisation, including formal and informal, on-the-job and off-the-job opportunities.

Managing and Leading Others

Creating a sense of engagement within my team(s)

Core Stage

I understand the purpose and expectations of my team(s), ensuring individuals are clear of their roles to foster collaboration, inclusivity and support the achievement of organisational goals.



Stage 1: New and First-Line Managers and Leaders

I create a psychologically safe environment where team members feel valued, celebrated for their achievements, and comfortable sharing their ideas and perspectives.

Stage 2: Mid-Level Managers and Leaders

I actively engage with my team(s) by recognising individual strengths, promoting inclusivity, and ensuring everyone feels their contributions are valued and impactful.

Stage 3: Senior Managers and Leaders

I monitor my team(s)' engagement across the organisation, addressing barriers to motivation and collaboration, and driving initiatives that foster a sense of purpose and belonging.

Stage 4: Executive Managers and Leaders

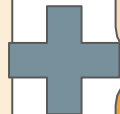
I provide visionary leadership by promoting a positive and inclusive workplace culture that invests in people, embraces diverse perspectives, and promotes equity to inspire engagement and innovation.

Creating a High-Performing Work Environment

Recruiting and retaining talented teams

Core Stage

I understand the importance of fair and inclusive recruitment and progression practices, contributing ideas to build diverse teams and supporting strategies that encourage retention.



Stage 1: New and First-Line Managers and Leaders

I follow recruitment and progression procedures consistently and fairly, promoting inclusivity and diversity in my team(s) and sharing ideas to improve retention and development..

Stage 2: Mid-Level Managers and Leaders

I recognise the importance of transparency, fairness and inclusivity in promotion, recruitment, and progression, actively seeking to build diverse teams to support talent retention and development.

Stage 3: Senior Managers and Leaders

I create diverse and high-performing teams by promoting strategies for retaining and developing top talent across the organisation, and ensuring transparency when advertising promotion possibilities and criteria.

Stage 4: Executive Managers and Leaders

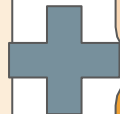
I cultivate a culture where fair, equitable, and inclusive recruitment and progression practices are embedded, driving strategies that attract, retain, and develop diverse talent to support organisational success.

Creating a High-Performing Work Environment

Managing people to perform

Core Stage

I know what a high-performing team is, including understanding how performance is measured and monitored.



Stage 1: New and First-Line Managers and Leaders

I monitor team performance, providing constructive feedback, celebrating achievements, and addressing underperformance promptly.

Stage 2: Mid-Level Managers and Leaders

I enable my team(s) to perform at their best by providing clear guidance, resources, and support, while addressing underperformance through courageous and constructive conversations.

Stage 3: Senior Managers and Leaders

I lead performance management across my area of responsibility, promoting collaboration, recognising achievements, fostering learning from feedback, and addressing performance challenges with sensitivity and clarity.

Stage 4: Executive Managers and Leaders

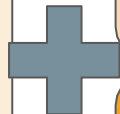
I establish a unified approach to performance management across the organisation, fostering a high-performance culture built on collaboration, accountability, and the consistent and effective management of underperformance.

Creating a High-Performing Work Environment

Achieving success through collaboration and inclusion

Core Stage

I collaborate actively with peers, colleagues and external stakeholders to achieve shared goals, expressing ideas and concerns openly, listening respectfully, and fostering a culture of trust and teamwork.



Stage 1: New and First-Line Managers and Leaders

I co-create collaborative goals for my team(s) aligned with the organisation's purpose, ensuring I build trust by listening to diverse perspectives, and communicate progress to ensure shared understanding and alignment.

Stage 2: Mid-Level Managers and Leaders

I promote collaboration within my team(s), empowering members to take ownership of their goals, encouraging diverse input, and creating a safe and inclusive environment where everyone feels valued and respected.

Stage 3: Senior Managers and Leaders

I champion collaboration across the organisation and its external stakeholders by fostering trust, inclusivity, and shared accountability, creating opportunities for teams to work together effectively toward shared goals.

Stage 4: Executive Managers and Leaders

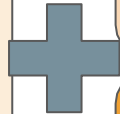
I lead an organisation which thrives on collaboration, communicates openly about challenges, empowers people to share vulnerabilities, and prioritises psychological safety.

Managing and Supporting Change

Responding and adapting to change

Core Stage

I understand my role in championing and adapting to change, responding positively and modeling flexibility to support my team(s) through transitions.



Stage 1: New and First-Line Managers and Leaders

I encourage my team(s) to respond positively to changes in working practices and processes, ensuring they feel consulted, supported, and able to voice concerns.

Stage 2: Mid-Level Managers and Leaders

I ensure my team(s) consider the wider organisational and external context when adapting to change, providing clear guidance and support to manage impact on colleagues and the people we serve.

Stage 3: Senior Managers and Leaders

I lead my team(s) in navigating complex and multifaceted change, fostering an open mindset, creating opportunities for dialogue, and ensuring they have the resources and support needed to adapt effectively.

Stage 4: Executive Managers and Leaders

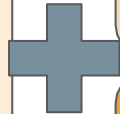
I adopt an agile and positive approach to significant, organisation- and system-wide change, ensuring implementation is inclusive, well-communicated, and responsive to the needs of all stakeholders.

Managing and Supporting Change

Supporting others through change

Core Stage

I support others through change by leading with empathy and transparency, and adapting my communication to ensure clarity.



Stage 1: New and First-Line Managers and Leaders

I lead my team(s) through change by understanding and addressing their concerns, involving them in the process, and clearly communicating the benefits and opportunities of the change.

Stage 2: Mid-Level Managers and Leaders

I ensure engagement of my team(s) during periods of change, demonstrating authentic leadership in supporting them to improve working practices and transform services.

Stage 3: Senior Managers and Leaders

I champion a people-centered approach to managing and responding to changes in the internal and external environment, ensuring delegation and communication strategies are in place to build trust, and reduce misunderstandings.

Stage 4: Executive Managers and Leaders

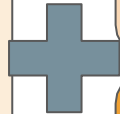
I lead on communications about change within the organisation and the system, clearly defining the reasons for the change, using storytelling to communicate vision and benefits, and ensuring people have opportunity to be involved and respond.

Managing and Supporting Change

Fostering curiosity and continuous improvement

Core Stage

I stay informed about developments in good practice, sharing ideas and contributing suggestions for continuous improvement within my team(s).



Stage 1: New and First-Line Managers and Leaders

I empower my team(s) to be curious and share ideas, supporting them in identifying improvements to processes, practices, and outcomes for people we serve.

Stage 2: Mid-Level Managers and Leaders

I foster a culture of continuous improvement by enabling my team(s) to test new ideas, identify good practices, and explore opportunities for innovation.

Stage 3: Senior Managers and Leaders

I lead by example, embedding a culture of curiosity and continuous improvement across my team(s), ensuring everyone has the support and opportunity to explore innovative ideas and can implement changes that align with organisational priorities.

Stage 4: Executive Managers and Leaders

I cultivate an organisation-wide 'safe to fail' culture that encourages curiosity and innovation, while ensuring resources are aligned with future-focused transformation and development.

Organisation Focus

This focus area aligns team goals and activities with the broader strategic objectives and core values of the NHS.

It includes strategic planning, operational efficiency, resource management, compliance with policies and regulations, and promoting a culture of quality and safety.

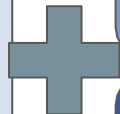
Managers and leaders working in the NHS, play a critical role in translating organisational priorities into actionable plans and outcomes for their team(s).

Strategic Vision and Planning

Developing the organisation's strategic vision and objectives

Core Stage

I am familiar with the long term vision for the NHS and my organisation, including how my role contributes to meeting strategic objectives.



Stage 1: New and First-Line Managers and Leaders

I contribute to the development of my organisation's strategic objectives and plan, translating them into clear individual and team objectives.

Stage 2: Mid-Level Managers and Leaders

I support the co-creation of organisational strategic objectives and plans, ensuring ideas generated by my team(s) have been considered within the forecasting and development process.

Stage 3: Senior Managers and Leaders

I support executive leaders and managers in the co-creation of the organisation's strategic objectives and plan, ensuring diverse perspectives and lessons learned have been considered in the development process.

Stage 4: Executive Managers and Leaders

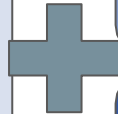
I lead on the implementation of the organisation's strategic vision and plan, ensuring they reflect the core values and objectives of the wider system and NHS while delivering the results required.

Strategic Vision and Planning

Implementing and monitoring the organisation's strategic plan and objectives

Core Stage

I understand and can confidently explain how my objectives link to the organisation's strategic vision and plan.



Stage 1: New and First-Line Managers and Leaders

I discuss the organisation's strategic vision and plan with everyone in my team(s) to explore their ideas and ensure team and individual objectives are linked with organisational objectives.

Stage 2: Mid-Level Managers and Leaders

I disseminate the organisation's vision and plan, ensuring everyone understands how their role contributes, monitoring performance and providing feedback to ensure the achievement of objectives.

Stage 3: Senior Managers and Leaders

I implement effective mechanisms to monitor objectives against strategic plans, identifying and mitigating risk promptly, including underperformance, and recommending changes, if required.

Stage 4: Executive Managers and Leaders

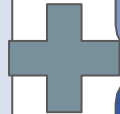
I evaluate the overall performance of the organisation against the strategic plan and objectives, communicating on progress to internal and external stakeholders, and managing and addressing identified risk.

Strategic Vision and Planning

Recognising and celebrating success

Core Stage

I ensure my agreed objectives align to the overall strategic plan and am empowered to challenge any unknowns or recommend changes if required.



Stage 1: New and First-Line Managers and Leaders

I showcase the successes of individuals within my team(s), sharing positive feedback with the relevant individuals and my line manager.

Stage 2: Mid-Level Managers and Leaders

I recognise the successes of the individuals and my team(s), ensuring any best practice learned from these activities is shared with others.

Stage 3: Senior Managers and Leaders

I ensure that the contributions and successes of individuals across the organisation are acknowledged and celebrated.

Stage 4: Executive Managers and Leaders

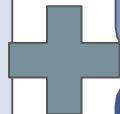
I promote a culture throughout the organisation that recognises and celebrates successes, including learning from situations when things did not work but were resolved promptly.

Advocacy and Policy

Acting as an advocate

Core Stage

I recognise the value of advocacy, knowing how to seek support for my own views, wishes, or rights, while also empowering others to speak up when they need assistance.



Stage 1: New and First-Line Managers and Leaders

I listen to the needs of my team(s), ensuring their voices are heard, and enabling them to speak up and raise concerns.

Stage 2: Mid-Level Managers and Leaders

I advocate on behalf of my team(s) and service users, helping to ensure fairness and equitability, and contributing to a culture of psychological safety.

Stage 3: Senior Managers and Leaders

I act as an advocate across the organisation, promoting socially just practices and striving to improve outcomes and experiences for all.

Stage 4: Executive Managers and Leaders

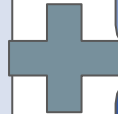
I employ advocacy to lobby national and political decision-making bodies, helping to influence the external policy landscape.

Advocacy and Policy

Building relationships to support advocacy

Core Stage

I understand the benefits of building strong working relationships which can enable advocacy, enhancing service delivery and improving outcomes and experiences.



Stage 1: New and First-Line Managers and Leaders

I encourage my team(s) to build relationships where they can act as advocates for themselves and others.

Stage 2: Mid-Level Managers and Leaders

I gather and use feedback from internal and external stakeholders to facilitate collaboration and advocacy within my team(s).

Stage 3: Senior Managers and Leaders

I build relationships, advocating with key internal and external stakeholder groups and networks to promote an understanding of wider systems.

Stage 4: Executive Managers and Leaders

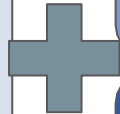
I build and maintain alliances with key external stakeholders and policymakers, to ensure challenges within healthcare are addressed more effectively, driving systemic improvements.

Advocacy and Policy

Applying policy

Core Stage

I identify the policies that apply to my role and my team(s), ensuring that I understand how I can put them into practice.



Stage 1: New and First-Line Managers and Leaders

I assess the impact that relevant policy changes have on my role and my team(s), ensuring updates are communicated and applied promptly.

Stage 2: Mid-Level Managers and Leaders

I support my team(s) in the implementation of relevant policies, and review associated procedures to ensure currency and compliance.

Stage 3: Senior Managers and Leaders

I operationalise policy implementation across the organisation, evaluating them to ensure equitability and escalating any identified biases.

Stage 4: Executive Managers and Leaders

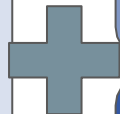
I provide strategic leadership on the development, evaluation and implementation of organisational and national policy, and ensure compliance with legal and regulatory requirements.

Governing and Maximising Resources

Allocating and optimising resources

Core Stage

I understand the importance of working with finite resources, and know how to identify and respond to risks.



Stage 1: New and First-Line Managers and Leaders

I manage the resources available to my team(s) effectively and efficiently, analysing risks and ensuring outcomes, financial targets and timeframes are met.

Stage 2: Mid-Level Managers and Leaders

I maximise human and non-human resources across my team(s), taking timely action to mitigate and manage risk, when required.

Stage 3: Senior Managers and Leaders

I use the organisation's financial governance framework to mitigate risk when forecasting and planning for required resources, ensuring their allocation is sustainable and aligns with the broader goals of the organisation and system.

Stage 4: Executive Managers and Leaders

I ensure my organisation has a robust financial governance framework, which optimises resources, includes strategies for the control and mitigation of risk, and drives sustainable working practices.

Governing and Maximising Resources

Managing public money

Core Stage

I understand that I work in an environment funded by public money and ensure my actions are transparent and align with the principles of accountability, efficiency, and value for money.

Stage 1: New and First-Line Managers and Leaders

I monitor and manage my team(s) resources effectively, ensuring spending aligns with allocated budgets and contributes to delivering value for public money.

Stage 2: Mid-Level Managers and Leaders

I oversee budgets for my team(s), identifying concerns regarding funding and opportunities for efficiency while maintaining quality services that improve people outcomes and experiences and align with organisational priorities.

Stage 3: Senior Managers and Leaders

I manage complex budgets within my organisation's financial governance framework to make informed decisions that balance competing priorities while ensuring public funds are used effectively and transparently.

Stage 4: Executive Managers and Leaders

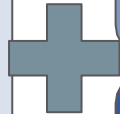
I set the strategic direction for managing public resources, ensuring robust financial control, governance and accountability frameworks are in place to deliver sustainable value for money across the organisation.

Governing and Maximising Resources

Sharing good practice

Core Stage

I use data and insight to identify and document good practice in maximising resources, and understand how this contributes to innovation, continuous improvement and value for money.



Stage 1: New and First-Line Managers and Leaders

I empower my team(s) to identify, implement and share good practice in maximising resources.

Stage 2: Mid-Level Managers and Leaders

I promote the sharing of good practice within my team(s), looking for information and ideas to eliminate waste and maximise value for money.

Stage 3: Senior Managers and Leaders

I use relevant media to seek and share good resource practice within and outside the organisation, enhancing workplace experiences, efficiencies, and performance.

Stage 4: Executive Managers and Leaders

I use horizon scanning, knowledge sharing and cross-sector collaboration to gather best practices in resource management and governance, applying these insights across the organisation to optimise value for money.

System Focus

This focus area highlights the need for cross-sector and multidisciplinary collaboration and integration to deliver holistic and people-centered care, outcomes and experiences.

It involves building partnerships with other organisations, disciplines, and community stakeholders, navigating interdependencies, and contributing to system-wide innovations and improvements.

Managers and leaders must also advocate for equity, address social determinants of health, and drive collective efforts to improve people outcomes and experiences.

People Outcomes and Experiences

Understanding and responding to people's needs and preferences

Core Stage

I seek ways to understand how my role connects to broader systems and improve people outcomes and experiences, through actively listening to and respecting individual needs and preferences.

Stage 1: New and First-Line Managers and Leaders

I support the implementation of improvements in people-centred care, empowering my team(s) to respect and respond to the diverse needs and preferences of their stakeholders, while ensuring alignment with organisational and system-wide goals.

Stage 2: Mid-Level Managers and Leaders

I ensure my team(s) embed inclusive and empathetic practices into their work, and use using feedback and data gathered from internal and external systems to identify and address individual and collective people-centred needs.

Stage 3: Senior Managers and Leaders

I champion a culture of continuous improvement that aligns departmental goals with system-wide people-centred care priorities, ensuring feedback mechanisms create safe spaces for all voices.

Stage 4: Executive Managers and Leaders

I drive the strategic vision for people-centred care by embedding a systemic understanding of individual and collective needs into my organisation's operational model to create a culture of safety, accountability, and inclusivity.

People Outcomes and Experiences

Fostering inclusive and equitable people-centred practices

Core Stage

I treat all people equitably and with respect, embracing diversity and inclusion while understanding how these principles contribute to improving outcomes across the wider system.



Stage 1: New and First-Line Managers and Leaders

I promote a culture of belonging within my team(s) and stakeholders, that is inclusive, equitable and ensures people feel respected, valued and can speak freely.

Stage 2: Mid-Level Managers and Leaders

I lead initiatives to advance inclusivity and equity within my team(s), and collaborate with other teams to share lessons learnt and drive systemic improvements in people-centred practices.

Stage 3: Senior Managers and Leaders

I promote a culture of inclusivity, equity, fairness across my team(s), embedding these principles into departmental and system-wide goals to ensure individuals feel safe to raise concerns and influence improvements.

Stage 4: Executive Managers and Leaders

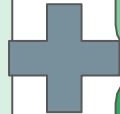
I set and communicate a strategic vision that positions inclusivity, equity, social justice and fairness as core organisational priorities, embedding these principles into its policies, culture, and service provision.

People Outcomes and Experiences

Aligning policies with people-centred care

Core Stage

I understand how my organisation's policies and procedures to deliver people-centred services apply to my role and contribute to the wider-system.



Stage 1: New and First-Line Managers and Leaders

I implement policies and procedures that prioritise people-centred care or service provision within my team(s), ensuring alignment with organisational goals.

Stage 2: Mid-Level Managers and Leaders

I oversee the compliance of people-centred policies and procedures in my team(s), engaging stakeholders to ensure practices align with organisational priorities and support high-quality outcomes and experiences.

Stage 3: Senior Managers and Leaders

I support the identification, development and implementation of people-centred policies and procedures, actively collaborating with internal and external stakeholders to drive alignment, shared accountability, and continuous improvement.

Stage 4: Executive Managers and Leaders

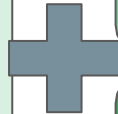
I establish and advocate for policies and procedures that drive systemic improvements in people-centred outcomes and experiences.

Digital Transformation

Engaging with emerging technologies and innovation

Core Stage

I am curious about technological advancements and innovation, understanding the importance of keeping my digital skills up to date through relevant learning and development.



Stage 1: New and First-Line Managers and Leaders

I ensure my team(s) have the time, support, and opportunities needed to update and maintain their digital skills, empowering them to explore and implement improved ways of working with existing and emerging technologies.

Stage 2: Mid-Level Managers and Leaders

I support my team(s) in identifying opportunities to integrate new technologies, ensuring any unintended impacts are addressed, and providing the necessary resources, learning, and development to enable effective adoption.

Stage 3: Senior Managers and Leaders

I empower teams across the organisation to be innovative when looking for ways of engaging with existing and emerging technologies to drive the adoption of new ideas and system-wide improvements.

Stage 4: Executive Managers and Leaders

I take a strategic approach to digital transformation across the organisation and wider NHS, by maximising the application of existing and emerging technologies, digital skills and learning.

Digital Transformation

Using data for system-wide impact

Core Stage

I use digital tools to gather, analyse, and interpret data to understand its impact on improving outcomes and inform decisions, while developing my skills in digital literacy.



Stage 1: New and First-Line Managers and Leaders

I empower my team(s) to identify opportunities to draw actionable insights from digitally stored data, supporting them in using data responsibly to inform decisions and improve outcomes.

Stage 2: Mid-Level Managers and Leaders

I actively promote the application of data-driven insights across my team(s), ensuring they have the tools, skills, and support needed to analyse data and apply findings to enhance services and processes effectively.

Stage 3: Senior Managers and Leaders

I champion the strategic use of health informatics and data-driven insights to guide system-thinking decision-making, develop services, and drive improvements of outcomes and experiences.

Stage 4: Executive Managers and Leaders

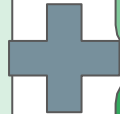
I leverage health informatics and data analytics to optimise decision-making across my organisation, ensuring data-driven strategies support system-wide innovation and transformation.

Digital Transformation

Ensuring compliance and governance

Core Stage

I maintain personal compliance regarding regulated digital training and policies, especially those related to data protection, data handling, legal and ethical requirements, and cyber security.



Stage 1: New and First-Line Managers and Leaders

I update those in my area of responsibility on the latest developments and regulations in legal and ethical matters, data and cyber security, and where relevant health informatics, and ensure that training is current and applied.

Stage 2: Mid-Level Managers and Leaders

I work with my team/s regularly to ensure compliance in all areas, including where relevant health informatics.

Stage 3: Senior Managers and Leaders

I manage the risks associated with the implementation of information governance policies and procedures, including health informatics.

Stage 4: Executive Managers and Leaders

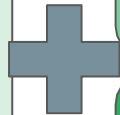
I lead on information governance for the organisation and ensure relevant policies and procedures are compliant with current legislation, regulation and guidance.

Working Collaboratively In A Multiprofessional Team

Collaborating effectively as a multiprofessional team

Core Stage

I understand the roles and responsibilities of different disciplines and functions, building relationships to solve problems collaboratively and promote mutual learning.



Stage 1: New and First-Line Managers and Leaders

I promote collaborative working practices by encouraging people and team(s) to share knowledge, expertise, and ideas with others to achieve shared goals effectively.

Stage 2: Mid-Level Managers and Leaders

I design and implement workflows that optimise collaboration across multiple disciplines and functions, by integrating tools and systems that enhance communication, teamwork, and problem-solving.

Stage 3: Senior Managers and Leaders

I lead cross-organisational initiatives to foster multiprofessional collaboration, developing frameworks and structures that support seamless team integration and collective success.

Stage 4: Executive Managers and Leaders

I shape healthcare system strategies to prioritise multiprofessional collaboration, leading innovative efforts to redefine team-based care models and building impactful partnerships with external organisations and stakeholders.

Working Collaboratively In A Multiprofessional Team

Leading a multiprofessional team

Core Stage

I respect and value the contributions of others, actively engaging with different disciplines and functions to promote collaborative working.

Stage 1: New and First-Line Managers and Leaders

I build strong multiprofessional relationships to create a supportive environment where diverse views are encouraged and barriers to collaboration are addressed.

Stage 2: Mid-Level Managers and Leaders

I develop initiatives to enhance multiprofessional collaboration, aligning diverse perspectives to support the achievement of shared goals, while actively promoting mutual respect and inclusivity.

Stage 3: Senior Managers and Leaders

I contribute to the development of a multiprofessional team culture, engaging stakeholders across disciplines and functions to be ambassadors for an organisation-wide commitment to collaboration, inclusivity, and shared accountability.

Stage 4: Executive Managers and Leaders

I champion a culture where multiprofessional collaboration and innovation are embedded across all disciplines and functions to promote an environment that values diverse perspectives and drives inclusivity.

Working Collaboratively In A Multiprofessional Team

Measuring the success of multiprofessional team working

Core Stage

I reflect on my team(s) successes in working together across disciplines and functions, seeking feedback on collaboration to identify strengths and areas for improvement.

Stage 1: New and First-Line Managers and Leaders

I collect and analyse feedback from cross-functional and -discipline stakeholders to evaluate the impact on shared goals, celebrate joint successes, and identify opportunities for further collaboration.

Stage 2: Mid-Level Managers and Leaders

I implement robust evaluation frameworks to assess multiprofessional team performance, using data to identify trends, areas for improvement, and opportunities to scale successful practices across other departments.

Stage 3: Senior Managers and Leaders

I benchmark the performance of multiprofessional teamwork against industry standards, using this data to inform strategic decisions and resource allocation, and identify further improvements to people outcomes and experiences.

Stage 4: Executive Managers and Leaders

I evaluate the impact of multiprofessional team working at a system level, using this data to influence funding decisions, enhance organisational and system-wide effectiveness, and improve patient outcomes and experiences.