

MEETING: Trust Board 18 January 2006

TITLE: Leadership development strategy

SUMMARY:

Effective leadership is essential to the success of any organisation, especially during times of significant change. This paper sets out proposals for developing a leadership development strategy to met the needs of the Whittington Hospital to ensure it delivers excellent services to its local population

ACTION: To agree proposals

REPORT FROM: Margaret Boltwood, Director of Human Resources & Corporate Affairs

SPONSORED BY: David Sloman, Chief Executive



Introduction

Effective leadership is essential to the successful delivery of an organisation's objectives, especially during a time of increasing change. For the Whittington Hospital, it is both timely and essential that it examines just how to continue to develop its leaders to ensure that quality services are delivered to its local population. This will contribute to the Trust ensuring it is the hospital of choice for local people and that it is able to achieve the foundation status to which it aspires, which is a "kite mark" for good leadership and performance.

Aims of the leadership programme

The aims of the Whittington Hospital's leadership programme should be to:

- contribute to the delivery of excellent healthcare in line with the Whittington's strategic direction, targets & priorities
- develop a shared understanding of leadership and management behaviours and language
- offer appropriate opportunities to identify and develop leadership and management competencies and qualities to meet organisational & personal needs.

Outline of leadership development strategy

An Executive directors away day in November 2005 confirmed their commitment to the importance of a leadership development strategy and that the following should form the basis for the strategy at the Whittington:

- Trust's vision and mission statements to be the bedrock
- Leadership development should be aimed at the Trust Board, Hospital Management Board and the next 100 leaders in the Trust. *More details below.*
- The NHS Leadership Qualities Framework (LQF) should be the basis of the leadership framework, with a few adaptations to meet the Trust's needs. *More details below.*
- All participants should go through the LQF 360 ° appraisal framework as diagnostic work in preparation for leadership development. *More details below.*
- A leadership programme will be developed, designed and delivered to meet the needs identified through the diagnostic phases.

Identifying leaders for the programme

The first tranche for this diagnostic programme should be as follows:

- Trust Board and Hospital Management Board
- Additional 50 leaders to include staff who report to a director or divisional manager
- Followed by 50 potential leaders to be identified by directors/divisional managers utilising the work developed by the London Leadership Office.

The NHS leadership Qualities framework (LQF)

The Leadership Qualities Framework (LQF) is one of the key cornerstones of organisational and individual leadership development in the NHS. It was researched and developed over a two-year period by the Hay Group, in consultation with leaders within the NHS. It was launched by Sir Nigel Crisp in October 2002, and is extensively used within the service. The LQF sets the standard for outstanding leadership within the service, benchmarking against fifteen leadership qualities. *See Appendix 1.* It is intended for use as an ongoing assessment and development tool to help staff lead more effectively in order to improve services. The LQF is also used as the basis of a 360° feedback development tool. It helps leaders to understand how others interpret their behaviour, providing an opportunity for them to gain a better understanding as to how they could become more effective as a leader and manager.

The 360° assessment tool has been developed by the NHS Leadership Centre and can be completed on line, although feedback is undertaken personally. More details are available on www.nhsleadershipqualities.nhs.uk/stepbystep.asp.

The LQF will provide an important diagnostic tool to enable managers within the Trust to identify their leadership style and to consider their own effectiveness. The outcomes will also be used to develop a leadership programme across the Trust. The roll out of the tool across the Trust will need careful planning to maximise its effectiveness whilst avoiding overload within the Trust.

The executive directors identified that the foundation trust environment would add additional dimensions to the competencies identified in the LQF. These were:

- Cultural transformation
- Commercial focus
- Corporate citizenship

Although the LQF 360° assessment tool will not address these dimensions they will be included in our local programme development.

Recommendations

It is recommended that the Trust Board agree:

- The Trust's vision and mission statements should be the bedrock of leadership development within the Whittington**
- The development of the Whittington's leadership development strategy as proposed above.**

Adapted Whittington Hospital Leadership Qualities Framework (LQF)

Appendix 1

Leadership dimensions

Setting direction

- seizing the future
- intellectual flexibility
- broad scanning
- political astuteness
- drive for results
- entrepreneurial skills

Delivering service

- leading change through people
- holding to account
- empowering others
- effective & strategic influencing
- collaborative working

Additional dimensions

- cultural transformation
- commercial focus
- corporate citizenship

NB Adapted from the NHS LQF & the SHA CEO Competency SW London Framework