

The Leadership Qualities Framework

For Adult Social Care





The building blocks of leadership
together, in one place



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Introduction by Sharon Allen

I've always believed a well led workforce is central to the delivery of high quality social care and support.

Well trained workers led by effective leaders and managers working for employers whatever their size make a difference day in, day out to the lives of people who use those services and to the local communities they work in.

That's why Skills for Care, home of the National Skills Academy for Social Care, is supporting the development of leadership at all levels especially in a period of change in our sector that is unprecedented in my experience.

The Leadership Qualities Framework is an important addition to our range of tools supporting leaders and managers as it brings together in one place the attitudes and behaviours needed for high quality leadership at every level of the sector and within any organisation.

The framework is designed to focus on the values and behaviours that provide the foundations of leadership, using research undertaken by the Skills Academy with managers, practitioners, people who need care and support and their advocates. It also includes contributions from health services to

drive integrated approaches to care and support.

Reflecting the diversity of social care, the framework shows what leadership looks like in different contexts –practice leadership, collaborative leadership, working with a range of stakeholders and community leadership, with communities taking the initiative in shaping services.

The framework is underpinned throughout by the principles of co-production, person centred care and community-based support, so that leadership support is accessible to micro providers, personal employers and user-led organisations.

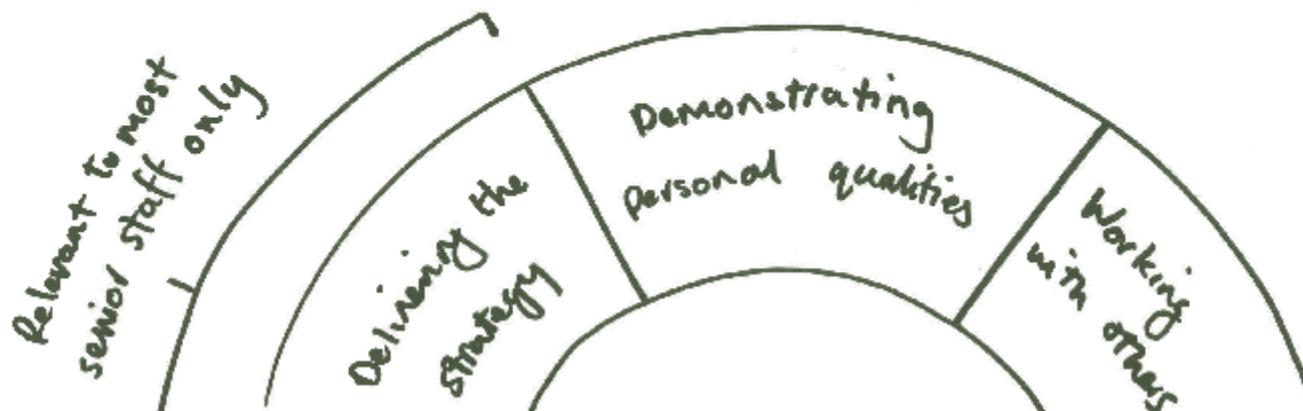
All the evidence shows that investing in

developing the skills and knowledge of leaders and managers enables services to better recruit, retain and develop their workforce so they can achieve their business objectives. Crucially, this also means organisations are better placed to successfully meet the needs of the people who receive care and support.

That's why the Leadership Qualities Framework places leadership at the very heart of social care thinking driving its development, so we can meet the significant challenges ahead.

Sharon Allen

CEO, Skills for Care and the National Skills Academy for Social Care



The role of the Framework

The importance of leadership to the future of the sector makes it vital that the Framework has practical applicability. Raising awareness of the need for leadership is just the first step. Only when these principles are embedded in the way we carry out our roles will genuine progress have been made.

The Framework therefore starts by setting out, in a clear and accessible way, the building blocks of leadership. It describes the qualities exhibited by successful leaders, explains their specific relevance in social care and shows how they play out at each level within the sector. It reflects the diversity of the sector, with its many employers and different structures, titles and roles.

The Framework is based around the principles of co-production, personalisation and community-based support, providing a guide across all types of care.

The Framework is not just for mainstream social care employers: it can be used to build leadership skills by micro-providers, user-led organisations, service users who are commissioning services and people employing personal assistants.

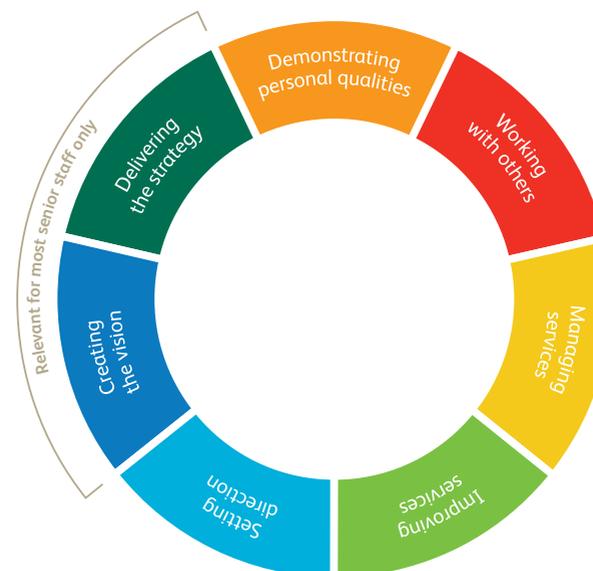
Taken as a whole, the Leadership Qualities Framework provides individuals and organisations with a benchmark against which to measure their current leadership capability and to create targeted development plans.

How it is structured

The Framework is based on the structure of the leadership framework developed by the NHS, which includes five areas in which all social care professionals need to demonstrate leadership and two which apply specifically to senior staff. We have called them Dimensions.

The seven Dimensions within the Framework are:

- 1 Demonstrating personal qualities
- 2 Working with others
- 3 Managing services
- 4 Improving services
- 5 Setting direction
- 6 Creating the vision
- 7 Delivering the strategy



Each Dimension is broken down into four elements. For example, Dimension one, Demonstrating personal qualities, is broken down into the following four elements:

- Developing self awareness
- Managing yourself
- Continuing personal development
- Acting with integrity

Within each element you will find a short description of what quality leadership looks like for all of us in relation to the characteristic in question. Below this are descriptions of how these behaviours might be exhibited more specifically at four different levels of leadership.

Recognising that many individuals within the social care sector operate at different levels of leadership simultaneously, the levels are defined, but not limited to, the following:

Leadership levels	
Front-line Worker	Care Assistants, Care Workers, Volunteers, Students, Graduates, Temporary Ancillary Staff and Practitioners
Front-line Leadership	Supervisors, Team Leaders, Shift Leaders
Operational Leadership	Registered Managers, Service Managers
Strategic Leadership	Senior leaders, Directors and Managers who are responsible for directing and controlling the organisation

Some elements and descriptors in the Leadership Qualities Framework have been adapted from the Leadership Framework to reflect the social care environment. The contextual indicators have been developed by the National Skills Academy and are different to those used in the Leadership Framework. NHS Leadership Academy (2011) Leadership Framework, Coventry: NHS Institute for Innovation and Improvement.

How you should use the Framework

The Framework is designed as a comprehensive guide, allowing users to come back and reference it as required. It is not intended to be digested in one go. Instead you should go through each section, one part at a time, with your team or manager as appropriate.

The first step is to identify which level of leadership applies to you. Once you have done this you will be able to cross-reference your own performance against the behaviours

expected at the relevant leadership level. The final and most important step is to identify how these general principles apply to your role in practical terms.

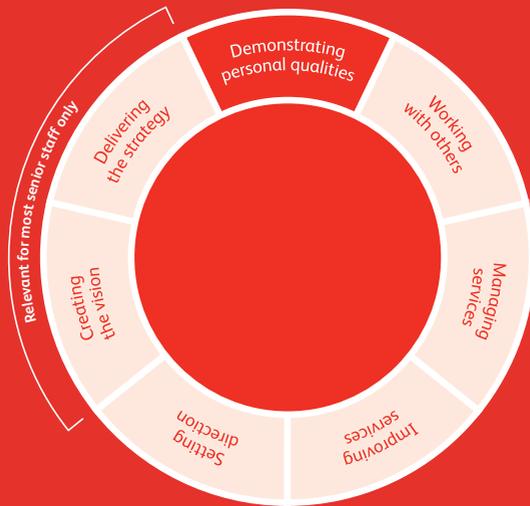
We hope doing this will enhance both your understanding of leadership and your ability to achieve excellence within your role.

Acknowledgements

The National Skills Academy would like to acknowledge the assistance of Ashridge Business School with the drafting of the Leadership Qualities Framework.

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Demonstrating personal qualities



Developing self awareness

In order to develop self-awareness leaders must be willing to examine their own values, principles and assumptions, while also learning from their experiences.

Good leaders:

- Recognise and articulate their own values and principles, understanding how these may differ from those of other individuals and groups
- Identify their own strengths and limitations, the impact of their behaviour on others, and the effect of stress on their own behaviour
- Identify their own emotions and prejudices and understand how these can affect their judgment and behaviour
- Obtain, analyse and act on feedback from a variety of sources

What leadership looks like	
Front-line Worker	Demonstrates self-awareness in everyday practice including being aware of the responses of others to their actions and behaviours.
Front-line Leadership	Personally shows awareness of responses of others to their actions and behaviours. Through everyday practice, allows staff to reflect upon how they impact on and deliver services.
Operational Leadership	Shows a well-developed sense of their own behaviour and through their presentation shapes the way staff impact on others.
Strategic Leadership	Demonstrates and champions empathetic leadership. Uses appropriate leadership behaviours to shape impact for different individuals, groups and systems.

Managing yourself

Managing yourself means being able to organise yourself to perform your own role effectively, while also taking account of the needs and priorities of others.

Good leaders:

- Manage the impact of their emotions on their behaviour with consideration of the impact on others
- Are reliable in meeting their responsibilities and commitments to consistently high standards
- Ensure that their plans and actions are flexible, and take account of the needs and work patterns of others
- Plan their workload and activities to fulfil work requirements and commitments, without compromising their own health

What leadership looks like	
Front-line Worker	Prepared to challenge themselves to try new things. Demonstrates that they are clear about their responsibility to support people to live the life they want. Able to work on their own as well as being integral to the team.
Front-line Leadership	Prepared to challenge themselves to try new things. Shows authority by personally intervening when appropriate.
Operational Leadership	Prepared to challenge themselves to try new things, whilst supporting others to innovate. Takes responsibility for their organisation.
Strategic Leadership	Prepared to challenge themselves to try new things to become a more effective leader. Takes responsibility for their organisation and service. Creates a supportive culture which enables others to innovate.

Continuing personal development

Continual personal development is achieved through a combination of formal professional development, personal experience and feedback from others.

Good leaders:

- Actively seek opportunities and challenges for personal learning and development
- Acknowledge mistakes and treat them as learning opportunities
- Participate in continuing professional development activities
- Change their behaviour in the light of feedback and reflection

What leadership looks like	
Front-line Worker	Open to learning from others and willing to share knowledge and experience. Reflects on their own work and seeks feedback as appropriate.
Front-line Leadership	Maintains their own learning and development. Ensures the relevant learning needs of staff are met. Reflects on their own work and gives and receives constructive feedback to enable team development.
Operational Leadership	Maintains their own learning and development. Supports staff to identify and address their learning and development requirements. Through reflection and two-way feedback develops standards and practice to clearly outline expectations of learning.
Strategic Leadership	Maintains their own learning and development. Establishes and supports a learning and improvement culture. Champions reflection and learning from experience, best practice and from other organisations.

Acting with integrity

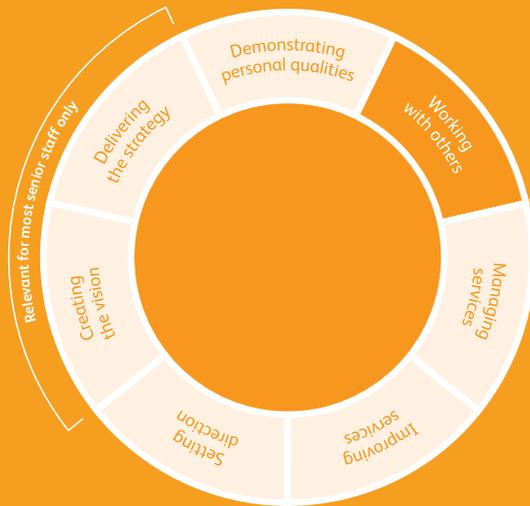
Acting with integrity means behaving in an open, honest and ethical manner. Of equal importance is a willingness to take appropriate action when ethics are breached by others.

Good leaders:

- Uphold personal and professional ethics and values, taking into account the values of the organisation and respecting the culture, beliefs and abilities of individuals
- Communicate effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities
- Value, respect and promote equality and diversity
- Take appropriate action if ethics and values are compromised

What leadership looks like	
Front-line Worker	Demonstrates a high standard of personal and professional behaviour and consistently puts core ethics and values into practice. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions. Personally promotes equality and diversity by being sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect.
Front-line Leadership	Demonstrates and sets high standards of personal and professional behaviour and establishes boundaries between personal and professional responsibilities. Consistently puts core ethics and values into practice and promotes them in others. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within teams. Personally promotes equality and diversity and ensures the team are sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style.
Operational Leadership	Demonstrates and sets high standards of personal and professional behaviour and leads a culture of professionalism. Consistently puts core ethics and values into practice and promotes them in others. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture within the organisation. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and respect using a convincing and authentic leadership style.
Strategic Leadership	Embodies a very high standard of personal and professional behaviour and creates a culture that reinforces personal and professional standards. Consistently puts core ethics and values into practice and establishes and champions core ethics and values. Is authentically warm, genuine, trustworthy, honest, reliable, consistent and caring in all their actions and supports this culture across organisations. Personally promotes equality and diversity and ensures the service is sensitive to people's culture, age, gender, religion, race, sexual orientation and disability. Treats everyone with dignity, sensitivity and projects and maintains a convincing and authentic leadership style.

Working with others



Developing networks

Collaboration within and across systems plays a vital role in the delivery of services. Effective leaders work in partnership with people who use services, their carers and representatives and colleagues to deliver and improve services.

Good leaders:

- Identify opportunities where working in collaboration with others within and across networks can bring added benefits
- Create opportunities to bring individuals and groups together to achieve goals
- Promote the sharing of information and resources
- Actively seek the views of others

What leadership looks like

Front-line Worker	Actively makes and maintains effective connections externally. Actively seeks out links with community groups and activities and signposts and connects people to those groups effectively.
Front-line Leadership	Identifies and engages with other organisations and networks. Appropriately challenges, shares expertise and has an ongoing dialogue with community groups to ensure that they are inclusive.
Operational Leadership	Identifies and engages with other organisations and networks to share views and approaches. Appropriately challenges, shares expertise and has an ongoing dialogue with community groups to ensure that they meet the requirements of people who use services.
Strategic Leadership	Promotes relationships at the highest level with other organisations and networks within and beyond the sector. Shares views and approaches with integrity.

Building and maintaining relationships

In order to build and maintain successful relationships, leaders must be willing to listen, support others, gain trust and show understanding.

Good leaders:

- Listen to others and recognise different perspectives
- Empathise and take into account the needs and feelings of others
- Communicate effectively with individuals and groups, and act as a positive role model
- Gain and maintain the trust and support of colleagues

What leadership looks like

Front-line Worker	Invests time in and actively builds and maintains effective and respectful relationships, adapting their approach according to the individual, situation and context. Confidently communicates in an open, accurate and straightforward way using appropriate language, both verbal and non-verbal. Demonstrates effective communication skills (listening, feedback, recording, sharing) to promote the needs of people who use services and to ensure they, and their family/carers, understand what is happening.
Front-line Leadership	Models and promotes effective and respectful relationships within the team. Shows that relationships are critical in supporting people to live the life they want. Shows an understanding of people's motivations and actively engages with them. Confidently communicates in an open, accurate and straightforward way, using appropriate language, both verbal and non-verbal, suitable for internal and external audiences. Demonstrates effective communication skills (listening, feedback, recording, sharing) to enable the team to promote the needs of people who use services ensuring they and their family/carers understand what is happening.
Operational Leadership	Creates a service that values and promotes effective and respectful relationships between people. Intervenes personally to establish good relationships to support people to live the life they want. Retains a connection to, and understanding of, what happens at the front line of services. Confidently communicates in an appropriate, open, accurate and straightforward way about their service. Demonstrates effective communication skills (listening, feedback, recording, sharing) to promote the needs of others within the service. Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues. Translates policy and guidance into understandable information according to users', families', carers' and audiences' needs.
Strategic Leadership	Establishes and promotes an effective and respectful relationship-based culture. Intervenes personally to ensure that practice, culture and performance are based on quality relationships to enable people to live the life they want. Creates the best climate for effective communication within and outside the organisation. Demonstrates the highest level communication skills to lead and promote the needs of others beyond the immediate organisation. Can engage any audience in a compelling narrative, borne out of active listening and political judgment. Demonstrates a mature understanding of how to set the organisation's linguistic culture and uses skills to influence at the highest level. Demonstrates how to relay complex and technical information simply and appropriately to a range of audiences.

Encouraging contribution

Leaders encourage contribution, creating an environment in which others have the confidence and opportunity to contribute.

Good leaders:

- Provide encouragement and opportunity for people to engage in decision-making and to challenge constructively
- Respect, value and acknowledge the roles, contributions and expertise of others
- Employ strategies to manage conflict of interest and differences of opinion
- Keep the focus of contribution on delivering and improving services to people who use services

What leadership looks like

Front-line Worker	Encourages and supports people who use services to express their views and needs for care and support, enabling them to participate in joint decision-making. Enables people to play an active role in community life, using their unique talents, skills and gifts as participants, not only as recipients of services. Ensures that care and support takes into account a person's whole life, including physical, mental, cultural, emotional and spiritual needs.
Front-line Leadership	Encourages and supports people who use services and staff to express their views, enabling them to participate in joint decision-making. Creates a positive environment which enables people to maximise their potential. Creates a team ethos which takes into account a person's whole life, including physical, mental, cultural, emotional and spiritual needs.
Operational Leadership	Encourages and enables both staff and people who use services to be involved in the co-production of how the service operates. Identifies strengths, challenges and issues for other people and uses this understanding to engage positively with them. Creates a service ethos which takes into account a person's whole life, including physical, mental, cultural, emotional and spiritual needs.
Strategic Leadership	Actively creates a culture of co-production, joint responsibility, joint decision-making, support and community participation. Models behaviour that identifies strengths, challenges and issues for other people and engages positively with them. Champions and models rights and entitlements within the organisation and beyond, creating a culture which takes into account a person's whole life including physical, mental, cultural, emotional and spiritual needs.

Working within teams

Effective leaders work within teams in order to deliver and improve services.

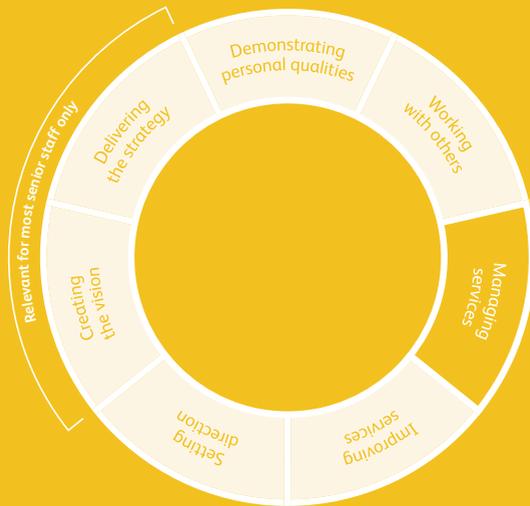
Good leaders:

- Have a clear sense of their role, responsibilities and purpose within the team
- Adopt a team approach, acknowledging and appreciating efforts, contributions and compromises
- Recognise the common purpose of the team and respect team decisions
- Are willing to lead a team, involving the right people at the right time

What leadership looks like

Front-line Worker	Works proactively with individual differences and preferences to achieve team outcomes.
Front-line Leadership	Maintains a personal style that gets the best out of others and the team. Recognises and rallies individual behaviours, strengths and attitudes into an effective team.
Operational Leadership	Maintains a personal style that gets the best out of teams across the organisation. Builds a service based on the combined contributions of different people.
Strategic Leadership	Maintains a personal style that gets the best out of teams across the service. Champions an organisation of difference, mutuality and co-production.

Managing services



Planning

Leaders engage in planning, actively contributing to plans with the aim of achieving organisational goals.

Good leaders:

- Support plans for services that are part of the strategy for wider health and social care systems
- Gather feedback from people who use services and colleagues to help develop plans
- Contribute their expertise to planning processes
- Appraise options in terms of benefits and risks

What leadership looks like

Front-line Worker	Actively contributes to discussion about care and values to improve performance, using appropriate feedback.
Front-line Leadership	Shows commitment to design services in response to the needs and wants of people who use services, learning from experience and with appropriate assessment of opportunity and risk.
Operational Leadership	Consistently seeks to shape services around the needs and desires of people who use services, learning from experience and with appropriate assessment of opportunity and risk.
Strategic Leadership	Creates a culture of shaping services around the needs and desires of people who use services within an appropriate governance and risk management framework.

Managing resources

Effective leaders know what resources are available and use their influence to ensure they are used efficiently, safely and in a manner reflecting the diversity of needs.

Good leaders:

- Accurately identify the appropriate type and level of resources required to deliver safe and effective services
- Ensure services are delivered within allocated resources
- Minimise waste
- Take action when resources are not being used efficiently and effectively

What leadership looks like

Front-line Worker	Understands what resources are available and uses the appropriate type and level of resources to deliver safe and efficient care and support.
Front-line Leadership	Identifies resource requirements associated with delivering services. Manages resources and takes action to ensure their effective and efficient use.
Operational Leadership	Forecasts resource requirements associated with delivering complex care and support efficiently and effectively. Manages resources taking into account the impact of national and local strategies and priorities. Commissions outside traditional services, making the most of what community groups and other assets within the community have to offer.
Strategic Leadership	Strategically manages resources across the organisation and wider care and support sector. Provides staff with the support and resources needed to effectively fulfil their roles. Has a strategic overview of available provision which in turn informs decision-making and sets organisational direction.

Managing people

When managing people leaders are expected to provide direction, review performance, motivate others and promote equality and diversity.

Good leaders:

- Provide guidance and direction for others using the skills of team members effectively
- Review the performance of the team members to ensure that planned service outcomes are met
- Support team members to develop their roles and responsibilities
- Support others to provide good care and better services

What leadership looks like

Front-line Worker	Supports colleagues, people who use services, their families and carers to deliver high quality care and support. Is approachable, engenders trust and quickly builds rapport with others.
Front-line Leadership	Models and encourages staff to enable people who use services to gain real control over their care and support. Guides, directs and supports colleagues, people who use services, their families and carers to ensure that high quality care outcomes are achieved. Maintains a personal style which engenders trust and which shapes the team. Ensures that supervision and review processes consistently reinforce a continuous improvement ethos.
Operational Leadership	Maintains a personal style that gets the best out of others across the service. Guides, directs and supports colleagues, people who use services, their families and carers and the wider community to ensure that high quality care outcomes are achieved. Maintains a personal style which engenders trust and which shapes the service. Builds supervision and review processes that consistently reinforce a continuous improvement ethos.
Strategic Leadership	Models exemplary behaviour that gets the best out of others. Is prepared to actively lead the cultural change needed to support co-production with people who use services, carers, families and the wider public. Displays a personal style which engenders trust, and which shapes a culture of continuous improvement. Leads a culture of collectively responsible individuals.

Managing performance

In order to effectively manage performance leaders must be willing to hold themselves and others accountable for organisational/service outcomes.

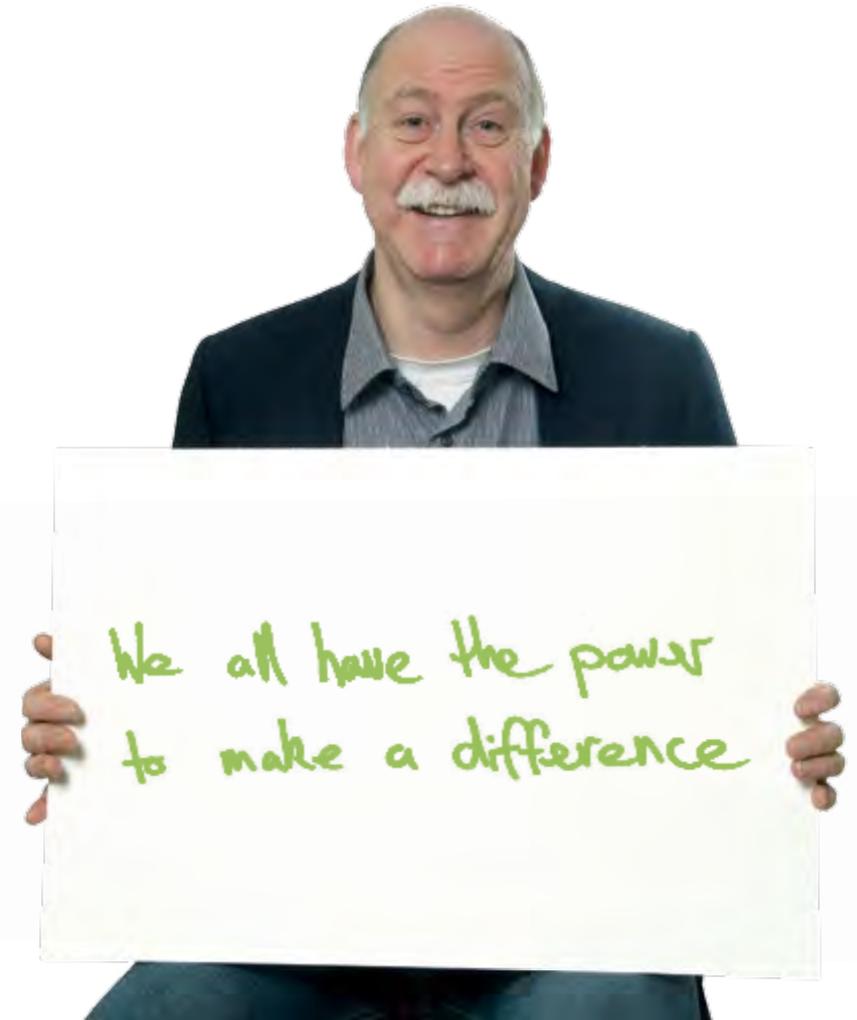
Good leaders:

- Analyse information from a range of sources about performance
- Take action to improve performance
- Take responsibility for tackling difficult issues
- Build learning from experience into future plans

What leadership looks like

Front-line Worker	Takes personal charge of key issues to ensure that quality care and support is provided.
Front-line Leadership	Takes personal charge of key issues to ensure that quality care and support is provided through responsibility and commitment. Works with the team to monitor what is working well and what can be improved.
Operational Leadership	Takes personal charge of key issues to ensure that quality care and support is provided and fosters a culture in which people are confident in taking responsibility. Works across the organisation to recognise good performance and to take action where performance can be improved.
Strategic Leadership	Takes personal charge of key issues to ensure that quality care and support is provided and maintains a personal integrity which promotes excellence. Works across the service to recognise good performance and to take action where performance can be improved, ensuring that lessons are learned and used to inform future plans.

Improving services



Ensuring the safety of people who use services

In order to ensure the safety of people who use services, leaders must assess and manage the risks associated with service developments, balancing economic considerations with the need for user safety.

Good leaders:

- Identify and quantify the risk to people who use services, using information from a range of sources
- Use evidence, both positive and negative, to identify options
- Use systematic ways of assessing and minimising risk
- Monitor the effects and outcomes of change

What leadership looks like

Front-line Worker	Challenges appropriately and is prepared to raise concerns about quality, safety and performance.
Front-line Leadership	Shows that they are prepared to raise concerns about quality, safety and performance and instils a “safe to challenge” culture within the team.
Operational Leadership	Demonstrates that they are prepared to raise concerns about quality, safety and performance and instils a “safe to challenge” culture within the organisation.
Strategic Leadership	Creates a culture where people are prepared to challenge about quality, safety and performance.

Critically evaluating

Working individually or as part of a team, leaders must think analytically and conceptually in order to identify where services can be improved.

Good leaders:

- Obtain and act on the feedback and experiences of people who use services and their carers
- Assess and analyse processes using up-to-date improvement methodologies
- Identify social care improvements and create solutions through collaborative working
- Appraise options, and plan and take action to implement and evaluate improvements

What leadership looks like

Front-line Worker	Actively seeks ongoing dialogue with people who use services, their families and carers to ensure that care and support is continuously improving and designed around people’s whole lives, wishes and needs. Takes personal responsibility to enable the people they support to live the lives they want, taking action on concerns where necessary.
Front-line Leadership	Creates a dynamic atmosphere in the team and empowers staff to seek out opportunities for change and innovation, based on the needs and wishes of people who use services, their families and carers. Takes personal responsibility to act on feedback from staff and people who use services, their families and carers.
Operational Leadership	Actively shapes and supports the market for social care in partnership with people who use services, to ensure that appropriate services are commissioned/de-commissioned and that services adapt and respond to their wishes and needs. Acting on feedback, fulfils commitments to people who use services, their families, carers, staff and managers.
Strategic Leadership	Creates the organisational conditions that support change by enabling market development and encouraging innovation and ideas for improvement to flourish. Builds a corporate culture of continuous review, quality and service improvement, putting people’s whole lives at the centre of strategic planning and development. Models and creates an expectation that commitments are kept internally and externally.

Encouraging improvement and innovation

Leaders should encourage improvement and innovation in order to create a climate of continuous service improvement.

Good leaders:

- Question the status quo
- Act as a positive role model for innovation
- Encourage dialogue and debate with a wide range of people
- Develop creative solutions to transform services and care

What leadership looks like	
Front-line Worker	Is actively engaged with improving the lives of people with care and support needs. Learns from their experience and seeks to continuously improve their own performance and the performance of the service.
Front-line Leadership	Empowers staff to seek opportunities for people to participate in community life. Demonstrates a culture of continuous improvement with their team and engages with others to ensure good practice is adopted. Actively contributes and creates a team culture where discussion and ideas about care are exchanged.
Operational Leadership	Ensures that the service is designed around the contributions that people can make as well as their needs, with support in communities as the starting point, rather than services. Models and creates a culture of improvement and works across systems to improve practice. Demonstrates a culture of continuous improvement within their service and externally. Actively contributes and creates a service where discussion and an exchange of ideas about care is commonplace.
Strategic Leadership	Creates an ethos that values people at every level of the organisation, modelling distributed leadership and empowering staff. Leads a development and improvement cycle based on the needs and aspirations of people who use services, their families, carers, staff and the wider community. Demonstrates and champions a culture of continuous improvement and excellence. Champions debate about high quality care and support internally and externally.

Facilitating transformation

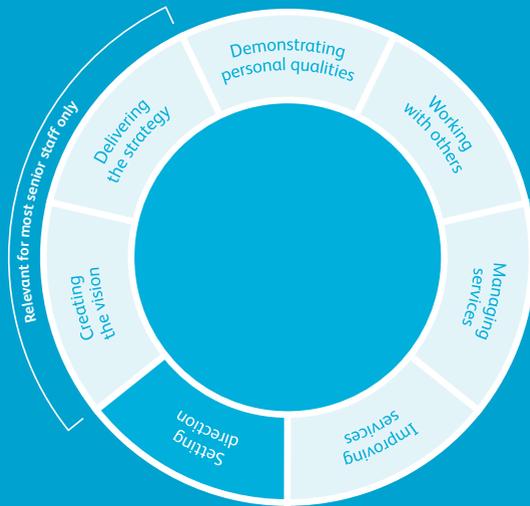
Facilitating transformation means contributing to change processes that lead to improved health and social care.

Good leaders:

- Model the change expected
- Articulate the need for change and its impact on people and services
- Promote changes leading to systems redesign
- Motivate and focus a group to accomplish change

What leadership looks like	
Front-line Worker	Creates a positive connection with people that supports change. Is an ambassador for excellent caring services. Influences others to uphold the rights and entitlement of people who use services with sensitivity.
Front-line Leadership	Provides responsive support that recognises the nature of change facing people who use services and front line staff. Creates a team that champions excellent social care. Influences other organisations, third parties and families to uphold the rights and entitlements of people who use services with sensitivity.
Operational Leadership	Actively listens and responds to create positive connections with people who use services and staff to gain support for development and change. Creates a service that champions and promotes excellent social care. Influences and supports staff in their work with other organisations, third parties and families to uphold the rights of people who use services with sensitivity.
Strategic Leadership	Engenders positive responses from others across the sector and engages people in development and change. Creates an organisation that is a leading example of excellent practice. Demonstrates high level influencing skills to engage other organisations, third parties and families in upholding the rights and entitlements of people who use services with sensitivity.

Setting direction



Identifying the contexts for change

Identifying the context for change means taking a variety of factors into account in order to fully understand the environment in which change is taking place.

Good leaders:

- Demonstrate awareness of the political, social, technical, economic, organisational and professional environment
- Understand and interpret relevant legislation and accountability frameworks
- Anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on social care outcomes
- Develop and communicate aspirations

What leadership looks like

Front-line Worker	Actively seeks to understand the range of factors that determine why change is made.
Front-line Leadership	Identifies the external and internal drivers of change and communicates the rationale for change to others.
Operational Leadership	Actively seeks to understand the potential impact of the external health and social care environment on the organisation. Translates the implications of change into strategies and actions.
Strategic Leadership	Synthesises knowledge from a broad range of sources. Identifies future challenges and imperatives that will create the need for change and move the service in new directions. Influences the context of change in the best interests of people who use services.

Applying knowledge and evidence

Leaders must gather information that enables them to make evidence-based challenges to systems and processes, with the aim of identifying opportunities for service improvements.

Good leaders:

- Use appropriate methods to gather data and information
- Carry out analysis against an evidence-based criteria set
- Use information to challenge existing practices and processes
- Influence others to use knowledge and evidence to achieve best practice

What leadership looks like

Front-line Worker	Contributes to improving inefficient, unnecessary or unworkable practices.
Front-line Leadership	Supports and encourages the team to improve inefficient, unnecessary or unworkable practices.
Operational Leadership	Supports and encourages the organisation to improve inefficient, unnecessary or unworkable practices. Uses knowledge and evidence to improve management of risk.
Strategic Leadership	Uses knowledge and evidence to improve the risk management framework and develop more effective strategies.

Making decisions

When leaders make decisions they do so basing their judgements on both the available evidence and their own values.

Good leaders:

- Participate in and contribute to organisational decision-making processes
- Act in a manner consistent with the values and priorities of their organisation and profession
- Educate and inform key people who influence and make decisions
- Contribute their unique perspective to team, department, system and organisational decisions

What leadership looks like

Front-line Worker	Consults with others and contributes to decisions about the future direction/vision of their organisation. Demonstrates that they can influence others in the interests of people who use services.
Front-line Leadership	Provides advocacy for their team. Builds decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.
Operational Leadership	Provides advocacy for their organisation. Builds decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.
Strategic Leadership	Challenges vested interests to ensure good care and support. Builds strategic decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement.

Evaluating impact

Leaders measure and evaluate outcomes, taking corrective action where necessary and being accountable for their decisions.

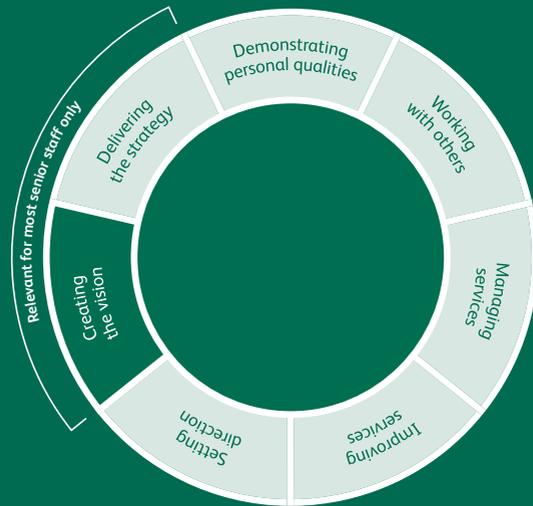
Good leaders:

- Test and evaluate new service options
- Standardise and promote new approaches
- Overcome barriers to implementation
- Formally and informally disseminate good practice

What leadership looks like

Front-line Worker	Assesses the effects of change on outcomes for people who use services and makes recommendations for future improvements. Finds ways to enable people who use services to gain real control over their care and support.
Front-line Leadership	Evaluates and embeds approaches and working methods that have proved to be effective into the working practices of teams and individuals. Models and encourages staff to find ways to enable people who use services to gain real control over their care and support.
Operational Leadership	Identifies gains which can be applied elsewhere in the organisation and incorporates these into operational/business planning. Disseminates learning from changes which have been introduced. Models and encourages Front-Line Leaders to find ways to enable people who use services to gain real control over their care and support.
Strategic Leadership	Synthesises learning arising from changes that have been introduced and incorporates these into strategic planning. Shares learning with the wider health and social care community. Fosters and leads a culture of enablement.

Creating the vision



Those in senior leadership roles create a compelling vision for the future, and communicate this within and across organisations. This requires them to demonstrate effectiveness in developing the vision for the organisation, influencing the vision of the wider social care sector, communicating the vision and embodying the vision.



Developing the vision for the organisation

Good leaders:

- Actively engage with colleagues and key influencers, including people who use services and the public, about the future of the organisation
- Broadly scan and analyse the full range of factors that will impact upon the organisation, to create likely scenarios for its future
- Create a vision which is bold, innovative and reflects the core values of social care
- Continuously ensures that the organisation's vision is compatible with future developments within the wider social care system

What leadership looks like within the whole organisation/wider social care and support sector:

Actively engages key stakeholders in creating a bold, innovative, shared vision which reflects the future needs and aspirations of the population and the future direction of social care. Thinks broadly and aligns the vision of social care core values and the values of the wider social care system.

Communicating the vision

Good leaders:

- Communicate their ideas and enthusiasm about the future of the organisation and its services confidently and in a way which engages and inspires others
- Express the vision clearly, unambiguously and vigorously
- Ensure that stakeholders within and beyond the immediate organisation are aware of the vision and any likely impact it may have on them
- Take time to build critical support for the vision and ensure it is shared and owned by those who will be communicating it

What leadership looks like within the whole organisation/wider social care and support sector:

Clearly communicates the vision in a way that engages and empowers others. Uses enthusiasm and energy to inspire others and encourage joint ownership of the vision. Anticipates and constructively addresses challenges.

Influencing the vision of the wider health and social care system

Good leaders:

- Seek opportunities to engage in debate about the future of health and care related services
- Work in partnership with others in the health and social care system to develop a shared vision
- Negotiate compromises in the interests of better services for people who use services
- Influence key decision-makers who determine future government policy that impacts on the social care sector

What leadership looks like within the whole organisation/wider social care and support sector:

Actively participates in and leads on debates about the future of social care and related services. Manages political interests, balancing tensions between organisational aspirations and the wider environment. Shapes and influences local, regional and national health and social care priorities and agendas.

Embodying the vision

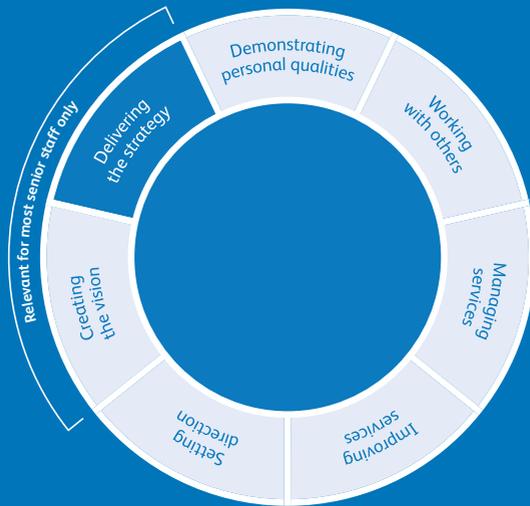
Good leaders:

- Act as a role model, behaving in a manner which reflects the values and principles inherent in the vision
- Demonstrate confidence, self belief, tenacity and integrity in pursuing the vision
- Challenge behaviours which are not consistent with the vision
- Identify symbols, rituals and routines within the organisation which are not consistent with the vision, and replace them with ones that are

What leadership looks like within the whole organisation/wider social care and support sector:

Consistently displays passion for the vision and demonstrates their commitment to it through their day-to-day actions. Uses personal credibility to act as a convincing advocate for the vision.

Delivering the strategy



Those in senior leadership roles deliver the strategic vision by developing and agreeing strategic plans that place patient care at the heart of the service, and ensuring that these are translated into achievable operational plans. This requires them to demonstrate effectiveness in framing the strategy, developing the strategy, implementing the strategy, and embedding the strategy.



Framing the strategy

Good leaders:

- Take account of the culture, history and long term underlying issues for the organisation
- Use sound organisational theory to inform the development of strategy
- Identify best practice which can be applied to the organisation
- Identify strategic options which will deliver the organisation's vision

What leadership looks like within the whole organisation/wider social care and support sector:

Critically review relevant thinking, ideas and best practice and applies whole systems thinking in order to conceptualise a strategy in line with the vision.

Developing the strategy

Good leaders:

- Engage with key individuals and groups to formulate strategic plans to meet the vision
- Strive to understand others' agendas, motivations and drivers in order to develop strategy which is sustainable
- Create strategic plans which are challenging yet realistic and achievable
- Identify and mitigate uncertainties and risks associated with strategic choices

What leadership looks like within the whole organisation/wider social care and support sector:

Integrates the views of a broad range of stakeholders to develop a coherent, joined up and sustainable strategy. Assesses organisational readiness for change. Manages the risks, political sensitivities and environmental uncertainties involved.

Implementing the strategy

Good leaders:

- Ensure that strategic plans are translated into workable operational plans, identifying risks, critical success factors and evaluation measures
- Identify and strengthen organisational capabilities required to deliver the strategy
- Establish clear accountability for the delivery of all elements of the strategy, hold people to account and expect to be held to account themselves
- Respond quickly and decisively to developments which require a change in strategy

What leadership looks like within the whole organisation/wider social care and support sector:

Responds constructively to challenges. Puts systems, structures, processes, resources and plans in place to deliver the strategy. Establishes accountabilities and holds people in local, regional, and national structures to account for jointly delivering strategic and operational plans. Demonstrates flexibility when changes required.

Embedding the strategy

Good leaders:

- Support and inspire others responsible for delivering strategic and operational plans, helping them to overcome obstacles and challenges, and to remain focused
- Create a consultative organisational culture to support delivery of the strategy and to drive strategic change within the wider social care system
- Establish a climate of transparency and trust where results are discussed openly
- Monitor and evaluate strategic outcomes, making adjustments to ensure sustainability of the strategy

What leadership looks like within the whole organisation/wider social care and support sector:

Enables and supports the conditions and culture needed to sustain changes integral to the successful delivery of the strategy. Keeps momentum alive by reinforcing key messages, monitoring progress and recognising where the strategy has been embraced by others. Evaluates outcomes and uses learning to adapt strategic and operational plans.

**In June 2014 the National Skills
Academy for Social Care merged with
Skills for Care**

Skills for Care Ltd,
West Gate, 6 Grace Street
Leeds LS1 2RP

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