

NHS Education for Scotland

Board Paper Summary

1. Title of Paper

NES Leadership Statement

2. Author(s) of Paper

Caroline Lamb – Chief Executive
Tom Power – Head of OD & Learning

3. Purpose of Paper

3.1 To present a Leadership Statement for NES aligned with our values and ways of working, which if adopted consistently will help to support delivery of our vision and mission.

3.2 To seek the Board's endorsement of this statement, and views on its implications for how leaders across NES work and undertake leadership development in future.

4. Key Issues

4.1 At the December Board meeting, the Chief Executive presented work to date by the Executive Team on a Leadership Strategy for NES. The outputs of the discussion have been taken in to consideration by the Chief Executive and the Chair in preparing the Leadership Statement for NES presented at Appendix A. This has also been discussed and agreed by the Executive Team.

4.2 Appendix A articulates a set of five key leadership behaviours aligned with NES' mission, and strategic aim of being a continually improving and values based organisation. These are condensed to 5 words, responding to feedback from staff that we should be as concise as possible.

4.3 The 5 key leadership behaviours sit on top of the NHS Values and the NES Ways of working. We expect all staff to model the NHS Values and the NES Ways of Working. The leadership behaviours are what we expect **over and above the values and the Ways of Working** from our Board, Executive Team and Senior Managers, and from those who aspire to such positions.

4.4 The 5 key leadership behaviours, together with the NHS Values and the NES Ways of working describe how we will work to deliver our Mission and our Vision through the deliverables which are articulated in our strategic framework, and in our annual Local Delivery Plan

4.5 The particular leadership behaviours and qualities that have been identified to sit above the values and the ways of working are:

- **Inspiring** - passionate about our strategic mission and about excellence; communicating purpose and vision with enthusiasm; innovative, and learning from success as well as setbacks
- **Empowering** - giving our teams space and authority to deliver outcomes; investing in learning and development; expecting top performance & dealing with occasions where this is not delivered; being approachable and open to constructive challenge.
- **Adaptive** - able to respond flexibly to changing requirements and help others to do the same, recognising that required leadership and expertise may not always sit at the top of the hierarchy and actively encouraging good ideas/input from all levels.
- **Collaborative** - Committed to working together, and across professional, clinical and organisational boundaries, internally and externally to achieve our objectives.
- **Engaged and Engaging** - Committed to our values, agreed ways of working and our strategic and operational direction, visible to stakeholders and to our teams, straightforward and honest in our communications.

4.6 The December Board discussion, and the subsequent meeting with the Executive Team have highlighted the importance of our being able to move quickly from a focus on the detail of the words we have chosen and towards putting our aspirations for leadership into practice. If the Leadership Statement is felt to represent an appropriate set of behaviours for leaders in NES to demonstrate, the next step is to consider its implications for how the Board, the Executive Team, Senior Managers, and those who aspire to such positions are developed moving forwards, taking into account the work that we have also been doing on our “Potential and Career Development Strategy”. We will also need to consider how we wish to assess progress against these behavioural aspirations.

5. Educational Implications

5.1 The Leadership Strategy, like the principles for Potential and Career Development in NES recently agreed with the Staff Governance Committee and Executive Team, will identify specific objectives relevant to each stage of the employment cycle that can be supported by leadership development interventions.

5.2 These interventions could include:

- Systemic Team Coaching for the Board and Executive Team, focussing on how each collectively models the agreed leadership qualities.
- Individual Coaching for middle and senior managers focussed on effective adoption of the leadership qualities.
- Targeted development for senior Succession Plans using National Leadership Programmes such as Delivering the Future and Leading for the Future.
- Targeted development for other key post Succession Plans using the 7 Habits for Highly Effective People signature programme.

- Use of Workforce Scotland Leadership Exchanges and People Connect Mentoring for middle managers to broaden leadership perspectives.
- Leadership Induction for all in formal managerial roles, combining an online element and practical workshop to support development of a leadership PDP.

5.3 This is not an exhaustive list, and it is recognised that a significant amount of leadership learning arises “on the job”. However, by encouraging the preparation and use of a leadership PDP, and participation in specific development activities according to staff group, a set of core development components will be in place for all.

6. Financial Implications

6.1 Aside from the coaching elements, which would require an investment of circa £15,000-£20,000 per team and £2,000 per individual (if commissioned in bulk), all of the above are relatively low cost, either taking advantage of existing programmes and resources or making use of skills in NES.

6.2 External leadership programmes often cost between £3,000 and £6,000. Given the affect that these programmes can have on participants’ attitudes, it is proposed that any such programmes being considered by Directorates are brought to the attention of the Head of OD & Learning and checked for consistency with NES’ leadership behaviours before agreement to book is reached.

7. Which NES Strategic Objective(s) does this align to?

The Leadership Statement supports NES mission and strategic aims through development of SO9 - An effective organisation where staff are enabled to give their best and our values are evident in every day work.

8. Communication Approach

8.1 Given the geographic distribution and working patterns of staff, some form of online communication is felt an appropriate first step. This will also help to support a consistency of message that cannot be guaranteed by line management channels.

8.2 A short “talking heads” style video is recommended. This would support visibility of senior leaders, and could be followed up by discussions with management teams and at senior team regional visits.

8.3 The format could be as follows, involving the CEO and different members of the Executive Team speaking to each segment, perhaps including the Chair of NES and the Director of Workforce SG:

- Why leadership, and why this video?
- NHS Scotland Values
- NES Ways of Working
- Each leadership word (x5) explained in practice
- What this means for managers, and for staff

8.4 Simple animated transition slides could be used that highlight each element of the model and “build” the qualities.

9. Recommendation(s) for Decision

The Board is asked to:

- (i) Endorse the Leadership Statement and behaviours at Appendix A for communication to staff and stakeholders as proposed.
- (ii) Discuss the implications of the Leadership Statement for leaders and leadership teams in NES, including the Board, and their development.

NES
CSL/TP
18/01/2016

APPENDIX A – NES LEADERSHIP STATEMENT

<p style="text-align: center;">NES VISION Quality education for a healthier Scotland</p>
<p style="text-align: center;">NES MISSION Education that enables excellence in healthcare for the people of Scotland</p>
<p style="text-align: center;">NES LEADERSHIP BEHAVIOURS Inspiring Empowering Adaptive Collaborative Engaged and Engaging</p>
<p style="text-align: center;">NES WAYS OF WORKING Aim for Excellence in Education Be open, listen & learn Take responsibility, lead by example Respond quickly & confidently Look ahead & be creative Respect and value each other Work in partnership to a clear common cause</p>
<p style="text-align: center;">NHS SCOTLAND VALUES Care and Compassion Dignity and Respect Openness, honesty and responsibility Quality and Team work</p>

<p style="text-align: center;">NES LEADERSHIP BEHAVIOURS IN PRACTICE</p> <p>Inspiring - passionate about our mission and about excellence, communicating purpose and vision with enthusiasm, innovative and learning from success as well as setbacks</p> <p>Empowering - giving our teams space and authority to deliver outcomes, investing in learning and development, expecting top performance & dealing with situations where this is not delivered, being approachable and open to constructive challenge.</p> <p>Adaptive - able to respond flexibly to changing requirements and help others to do so, recognising that required leadership and expertise may not always sit at the top of the hierarchy and actively encouraging good ideas/input from all levels.</p> <p>Collaborative - committed to working together and across professional, clinical and organisational boundaries, internally and externally to achieve our objectives.</p> <p>Engaged and Engaging - committed to our agreed ways of working and our direction, visible to our teams, straightforward and honest in our communications</p>
