

Nottingham & Nottinghamshire CCG's Competency Framework




2020/21

*For information, this framework is aligned to the
NHS Healthcare Leadership Model & the CCG's Core Values*

Content


	Page
• Instructions on how to make best use of this framework ...	3
• Examples of dimensions in practice (for Line Managers and employees)	4
• Overview of dimensions and alignment to CCG's Core Values	5
• Dimension 1 : Purpose & Effectiveness	6 - 7
• Dimension 2 : Compassion & Trust	8 - 9
• Dimension 3 : Information/Data Management & Service Improvement	10 - 11
• Dimension 4 : Collaboration & Partnering	12 - 13
• Dimension 5 : Vision & Strategy	14 - 15
• Dimension 6 : Team Working & Diversity	16 - 17
• Dimension 7 : Accountability & Honesty	18 - 19
• Dimension 8 : Development & Capability	20 - 21
• Dimension 9 : Influencing & Communicating	22 - 23
• The Dimensions Evaluation Table (this is optional to complete)	24
• The Traffic Light Self-assessment Tool (stop, start & continue)	25
• The Job Wheel (this is optional to complete)	26

All headings on this page are **interactive**. Just hold down the **control key** and click on a heading to be forwarded to that page

Whenever you see this symbol  just hold down the **control key** and click on this to be returned to this page

Instructions on how to make best use of this framework

1. This framework has been produced so that there is common understanding and agreement within the CCG around **acceptable and unacceptable behaviours** that align to the organisation's **core values**
2. The framework has been designed with both Line Managers and employees in mind and is based around the NHS Healthcare Leadership Model, although tailored specifically to the CCG
3. Employees and Line Managers are then asked to interpret what the framework specifically means for them and their team/s (see examples on the next page)
4. Line Managers need to ensure they are working in-line with the full competency framework i.e. both the **Line Manager column** and the **Employee column** as they are employees too
5. You are advised to skim read this document but to pay particular attention to the shaded boxes for each dimension that list **behaviours to exhibit** and **behaviours to avoid** (or wanted/acceptable and unwanted/unacceptable behaviours)
6. To specifically aid appraisal preparation, complete **the Self-assessment Tool** (see p25) to help you to work out which behaviour to leave behind, commence, repeat or even improve using the **stop, start or continue methodology**. To note, this assessment links to the **3 x development objectives** you will agree with your Line Manager (see **Part 2, Section C** of the appraisal paperwork)
7. Whilst this is optional to complete, you could make use of the **Dimensions Evaluation Table** (in advance of completing the **Self-assessment Tool**) as this could help narrow down which dimensions to develop (see p24)
8. Finally, you could complete **the Job Wheel**. This is also optional to use, and can be found in the appraisal paperwork (**Part 1, p6**) as well as on p26 of this document. This could help focus your conversation at your appraisal and support the development of actions

Remember that to return to the **Contents Page** just press down
the **control key** and click on this symbol 

Examples of Dimensions in Practice

Line Manager Examples

Dimension	Wanted Behaviour	Examples to champion
Information/Data Management & Service Improvement	Considering and approving new methods for measuring performance	Ensures that objectives are always measured in a thought-out, meaningful, progressive and timely way. Periodically reviews the way objectives are measured
Vision & Strategy	Communicates the vision, purpose and strategy in a way that is timely and clear but one that also feels achievable and realistic	In advance of appraisals, ensures employees/teams understand the CCG's vision and strategic objectives/key deliverables including how the work of individuals/teams align Ensures that the team agrees and understands their purpose
Dimension	Unwanted Behaviour	Examples to avoid
Purpose & Effectiveness	Thinking line management has all the answers	Adopting an autocratic leadership style, thus making all the decisions and not asking employees/teams for their opinions and ideas
Collaboration & Partnering	Thinking about only your service, team or professional group needs	Always putting the needs of employees above the needs of service users (or vice versa) as opposed to taking a balanced, fair-minded and objective approach
Development & Capability	Not being prepared to develop employees in the interest of the CCG/NHS	Taking a laissez-faire approach to the development of the team and individual employees Offering the best developmental opportunities to those in their 'in' group but not those in their 'out' group

Employee Examples

Dimension	Wanted Behaviour	Examples to champion
Compassion & Trust	Supporting colleagues through tough times	Offering to help a busy colleague after noticing that they are struggling to meet an important deadline Staying in frequent contact with colleagues who are isolated due to homeworking
Team Working & Diversity	Valuing and making use of the abilities of colleagues who think differently and/or have different perspectives/experiences	Recognising that colleagues who have a different perspective/approach are not necessarily misguided/wrong Being prepared to listen to someone else's perspective and fully consider this
Influencing & Communicating	Influencing in a respectful and thoughtful way	Ensuring opinions/views are always expressed in a calm, polite and rational manner. No one is left feeling embarrassed thereafter Tailoring communications by thinking through who will read/hear the message and how they might interpret this and feel thereafter
Dimension	Unwanted Behaviour	Examples to avoid
Accountability & Honesty	Ignoring fair and balanced feedback	Being unprepared to make the necessary changes to a work style at the expense of the team and the team's goals
Collaboration & Partnering	Being insular	Being unprepared to consider all options. Not being progressive in the way things are done

Overview of Dimensions & Alignment to CCG Core Values

Number	Dimension	CCG Core Values	Employees	Line Managers
1	Purpose & Effectiveness	2, 3, 5, 6	Having a shared sense of purpose	Inspiring a shared sense of purpose to enhance effectiveness
2	Compassion & Trust	1, 2, 3, 4, 5, 6	Supporting others and building trust	Leading with care and compassion
3	Information/Data Management & Service Improvement	1, 2, 3, 4, 5, 6	Gathering, evaluating and using information/data as well as new ideas/concepts to support service improvement	Promoting change and innovation to support service improvement
4	Collaboration & Partnering	1, 2, 3, 4, 5, 6	Building relationships to connect and develop services/the system	Encouraging partnership working and collaboration to connect and develop services/the system
5	Vision & Strategy	2, 3, 4, 5, 6	Understanding the vision, purpose and strategy, and contributing towards the settings of objectives	Clarifying the vision, purpose and strategy, and agreeing objectives
6	Team Working & Diversity	1, 2, 3, 4, 6	Working together to deliver the service whilst respecting difference	Engaging the team and promoting diversity
7	Accountability & Honesty	2, 3, 4, 5, 6	Holding ourselves to account and evidencing a high level of integrity	Holding individuals and the team to account
8	Development & Capability	2, 3, 4, 6	Developing to improve personal performance and support the team	Developing individuals and the team to enhance performance
9	Influencing & Communicating	1, 2, 3, 4, 6	Communicating and influencing to support effectiveness	Influencing the team and supporting the system

Dimension 1: Purpose & Effectiveness

Taking pride in what we do, striving to improve, grow and understand how we contribute to the effectiveness and success of the team, organisation and system

	Employee:	Line Manager:
	Having a shared sense of purpose	Inspiring a shared sense of purpose to enhance effectiveness
What this means	<p>Understanding own contribution towards the success of the team and required level of contribution</p> <p>Working in-line with the NHS and CCG core values</p> <p>Being self-confidence and motivated to deliver service excellence</p> <p>Actively listening to and learning from colleagues</p> <p>Being able to work remotely</p>	<p>Fully understanding the service being delivered and clearly communicating expectation</p> <p>Acting as a role model by exhibiting positive leadership behaviour</p> <p>Motivating the team and building their confidence</p> <p>Actively listening to and learning from the team/individuals</p> <p>Encouraging the sharing of learning and knowledge (especially from mistakes) across the team, organisation and system</p> <p>Understanding how effective the team and service is being</p>
Why this is important to the CCG	Being clear about own role and responsibilities helps deliver the service	Understanding what is expected from the team/service and its purpose will support overall effectiveness
Behaviours to exhibit	<p>Challenging the status quo, albeit respectfully</p> <p>Being prepared to have own level of competency stretched and in turn enhance the service</p> <p>Continuously sharing ideas, new learning and knowledge with colleagues, the team and other services</p> <p>Making improvements to the service and ensuring resource is not wasted</p> <p>Being self-motivated</p>	<p>Recognising and appreciating positive behaviour and personally exhibiting this</p> <p>Being open to having management decisions challenged</p> <p>Being visible, accessible and supportive of the team</p> <p>Setting and agreeing stretching objectives/standards for individuals and teams</p> <p>Acquiring knowledge and learning from other teams/services, and aligning team objectives with those of other teams</p> <p>Discussing and collectively agreeing what can be done to make improvements to the service</p> <p>Making best use of CCG resource</p>

<p>Behaviours to avoid</p>	<p>Copying poor behaviour exhibited by others (including line management) when you know it is unacceptable</p> <p>Ignoring the ideas, views and perspectives of colleagues</p> <p>Being unconcerned with own ineffectiveness and/or coasting</p> <p>Hiding mistakes and/or failing to learn from them</p>	<p>Personally exhibiting and thus perpetuating unacceptable behaviours</p> <p>Ignoring the ideas, views and differing perspectives of the team/individuals and making decisions in a singlehanded way</p> <p>Avoiding listening to others especially when they have concerns</p> <p>Being unsupportive even harsh when mistakes are made</p> <p>Thinking line management has all the answers</p> <p>Being unconcerned with the team's lack of effectiveness and success</p>
<p>How you can develop wanted behaviour</p>	<p>Ask for feedback on own effectiveness from line manager and/or even immediate colleagues</p> <p>Develop further knowledge and skills to improve own effectiveness</p> <p>Use tried and tested techniques to stay motivated and focused when homeworking</p>	<p>Obtain feedback on the effectiveness of the team/service</p> <p>Google and read leadership/management articles from e.g. Harvard Business. Watch e.g. business related TED talks on YouTube</p> <p>Undertake a 360 HCLM assessment</p>

Dimension 2: Compassion & Trust

Showing compassion, empathy, understanding and listening to colleagues in order to create a supportive workplace

	Employee:	Line Manager:
	Supporting others and building trust	Leading with care and compassion
What this means	<p>Being welcoming, friendly, caring and supportive towards colleagues</p> <p>Building rapport and trust</p> <p>Listening with interest to the perspectives of colleagues</p> <p>Taking the time to understand colleagues' work</p>	<p>Providing a caring and supportive environment that enables teams and individuals to perform effectively</p> <p>Ensuring rapport/trust is built across the team</p> <p>Listening with interest to the perspectives of colleagues and taking into account their views when making decisions</p> <p>Understanding what motivates and demotivates employees</p>
Why this is important to the CCG	Being compassionate and caring towards colleagues impacts positively on service outcomes	Leading a team in a compassionate and caring way impacts positively on service outcomes
Behaviours to exhibit	<p>Responding with empathy and thoughtfulness when colleagues have high workloads and/or are dealing with difficult situations. Helping out where possible</p> <p>Taking the time to listen and reflect on different perspectives</p> <p>Supporting colleagues through tough times</p> <p>Managing negative emotions that drain others</p> <p>Showing respect and courtesy towards others even when under pressure and/or when feeling disappointed, frustrated or angry</p> <p>Looking after own health and wellbeing</p>	<p>Paying attention to difficult situations individuals/teams are facing, including high workloads, and responding with empathy and thoughtfulness</p> <p>Actively listening to the problems individuals/teams are experiencing and supporting them through tough times</p> <p>Promoting a work/life balance, flexible working, health and wellbeing and appreciating life commitments</p> <p>Motivating colleagues and avoiding actions that will demotivate</p> <p>Emotionally supporting colleagues where needed</p> <p>Managing disrespectful team behaviour</p> <p>Establishing how to engage the team</p>
Behaviours to avoid	<p>Avoiding responsibility and showing disregard for the wellbeing of colleagues</p> <p>Failing to be self-reflective and consequently not appreciating the impact of poor behaviour on others</p> <p>Cherry picking the work to the detriment of</p>	<p>Avoiding line management responsibility and showing disregard for the emotional, psychological and physical wellbeing of colleagues</p> <p>Excusing and/or ignoring poor performance or behaviours</p>

	<p>colleagues and the service</p> <p>Being suspicious of others without good cause</p>	
<p>How you can develop wanted behaviours</p>	<p>Be aware of your own level of resilience, (physical and mental wellbeing) and how this might impact on others. Make use of the OHU services made available to you when needed</p> <p>Make use of meditation techniques and relaxation sounds/music on YouTube to help in the management of negative emotions and stress</p> <p>Learn to value others, even if they are entirely different to you, and also be really proud of your own contribution</p> <p>Request a coach/mentor through the OD Team</p>	<p>Develop coaching and mentoring skills to help improve employee performance/behaviours and team working</p> <p>Consider a 360 HCLM assessment</p>

Dimension 3: Information/Data Management & Service Improvement

Using and evaluating information/data to take action and make decisions that improve employee experience and the service/system. Being alert to what is happening at the team, organisation and system level

	Employee:	Line Manager:
	Gathering, evaluating and using information/data as well as new ideas/concepts to support service improvement	Promoting change and innovation to support service improvement
What this means	<p>Being open to sharing ideas and proactively gathering and using/considering data/information from a variety of internal/external sources</p> <p>Continuously sharing new information/data (in-line with the DPA)</p> <p>Being open to change and looking for ways to improve the service/system</p>	<p>Being open to considering and using information/data from a variety of internal/external sources, listening to and sanctioning new ideas</p> <p>Making informed decisions and approving evidence based plans</p> <p>Leading service change and promoting and encouraging innovation</p>
Why this is important to the CCG	Being alert to new ideas/concepts, information/data and performance methodology is essential to continuously improving the service and system	Being prepared to continuously lead, consider and approve change to the way the service/system operates will support patient experience/outcomes
Behaviours to exhibit	<p>Researching e.g. looking externally for new ideas/concepts and information/data, including benchmarking data</p> <p>Sharing, accessing and making use of new information/data and concepts/ideas</p> <p>Evaluating data/information at a deeper level</p> <p>Establishing new methods for measuring performance and using this type of information to continuously improve systems and processes</p> <p>Innovating wherever possible</p> <p>Developing improvement plans based on analysis</p>	<p>Actively considering, approving and making use of new ideas/concepts and information/data, including benchmarking data, to continuously improve systems/processes as well as the service and the wider system</p> <p>Considering and approving new methods for measuring performance</p> <p>Approving improvement plans based on analysis</p> <p>Approving and encouraging the sharing of ideas, information and data across the system</p> <p>Encouraging deep analysis of data/information</p> <p>Role model innovative working practices</p>
Behaviours to avoid	<p>Being reluctant to seek out or access new information/data or share new ideas/concepts across the organisation and/or system</p> <p>Showing reluctance to look for or accept a better way of working</p>	<p>Shelving even withholding information/data that could be of use to the service, organisation and/or system</p> <p>Showing reluctance to consider, approve or adopt a better way of working</p>

	<p>Blocking progress</p> <p>Only considering a personal perspective as being relevant or important</p>	<p>Blocking progress by not listening to new ideas/concepts about how the service, the organisation or wider system can be improved</p> <p>Only using tried and tested methods</p> <p>Dismissing different perspectives</p>
<p>How you can develop wanted behaviours</p>	<p>Google for new ideas/concepts and to find out what is happening in your field and beyond</p> <p>Network with CCG colleagues or employees in other parts of the system for new ideas/concepts, information/data (including benchmarking data) and new performance methods</p> <p>Put yourself in the shoes of other people to consider their perspective</p> <p>Think about how you are behaviourally holding yourself back. Be brave and try a different approach</p>	<p>Be self-reflective and think deeply about how you are experienced as a line manager</p> <p>Take calculated risks and ensure change is constant but also relevant</p> <p>Complete a 360 HCLM assessment</p> <p>Consider taking a course in service improvement and/or how to measure performance/outcomes</p>

Dimension 4: Collaboration & Partnering

Relationship building and partnering across the system to help deliver efficient and effective services and improved healthcare

	Employee: Building relationships to connect and develop services/the system	Line Manager: Encouraging partnership working and collaboration to connect and develop services/the system
What this means	<p>Building effective working relationships and partnerships across the CCG and the wider system to support collaborative working</p> <p>Keeping up to date with health and social care change and how financial and operational pressures and current challenges affect the service</p>	<p>Ensuring the team understand how health and social care services fit together</p> <p>Supporting and encouraging relationship building and partnerships across the CCG and the wider system to enable collaborative working</p> <p>Understanding and communicating how financial and operational pressures as well as current challenges influence service delivery</p>
Why this is important to the CCG	Working together will ensure effective and efficient healthcare is delivered across the system	Supporting and encouraging partnering and collaborating will ensure effective and efficient healthcare is delivered across the system
Behaviours to exhibit	<p>Being prepared to work with those who have a different approach or are less well known</p> <p>Networking and making useful connections across the system</p> <p>Staying connected with stakeholders and understanding their needs and motivations</p> <p>Challenging inequalities and variation to enhance the service</p> <p>Being flexible in order to overcome obstacles and challenges; and proactively sharing good practice and learning across the system</p>	<p>Encouraging employees to network across the system and make connections</p> <p>Encouraging and supporting partnership working</p> <p>Encouraging and supporting the team to collaborate with others across the wider system, including other internal CCG teams</p> <p>Making suggestions on how the team can work more collaboratively</p> <p>Encouraging the sharing of good practice and learning across the wider system</p>
Behaviours to avoid	<p>Creating conflict by devaluing others and not appreciating their contribution and strengths</p> <p>Psychologically and physically moving away from others rather than towards them</p> <p>Being mistrustful and suspicious or even defensive</p> <p>Being insular</p>	<p>Being unapproachable and autocratic</p> <p>Thinking about only your service, team or professional group needs</p> <p>Being reluctant to collaborate or partner with other managers, teams or services across the CCG or even the system</p>

	Being unsupportive and unhelpful	
<p>How you can develop wanted behaviours</p>	<p>Understand the cultures, structures, workings and purpose of the system</p> <p>Research to understand your stakeholders, their needs, motivations and expectations</p> <p>Appreciate that difference is useful and learn to trust, respect, support, partner and collaborate with colleagues across the system</p> <p>Try to be self-reflective and think about how others perceive or experience you</p> <p>Continuously network with colleagues across the system</p>	<p>Actively work with employees and teams from across the system to share and discuss ideas and to align services. Encourage this behaviour in others</p> <p>Be self-reflective in respect of your leadership and management style</p> <p>Be fully open to change and progress</p> <p>Work democratically</p>

Dimension 5: Vision & Strategy

Line managers and employees being committed to the vision and the strategic objectives.
 Line managers communicating in a clear and compelling way to ensure that employees understand how their work contributes towards organisational success

	Employee:	Line Manager:
	Understanding the vision, purpose and strategy, and contributing towards the settings of objectives	Clarifying the vision, purpose and strategy, and agreeing objectives
What this means	<p>Having a clear sense of purpose and direction</p> <p>Understanding and appreciating the big picture as well as contributing towards the setting of objectives</p> <p>Understanding own contribution and value to the team, service, organisation and system</p> <p>Being responsible, committed and results orientated</p>	<p>Having a clear sense of purpose and direction for the team</p> <p>Understanding, appreciating, communicating and clarifying the vision (the big picture) as well as agreeing and setting objectives</p> <p>Understanding the value employees are adding to the team, service, organisation and system. Ensuring this is communicated when required</p> <p>Being a responsible, committed and results orientated line manager</p>
Why this is important to the CCG	<p>Employees need to understand where the organisation is heading and how they personally contribute towards success at all levels (individual, team, service, organisation and system level)</p> <p>Employees being involved in setting the direction of the organisation and their team supports motivation, engagement and effectiveness</p>	<p>Line managers need to understand and communicate to employees where the organisation is heading, and how employees contribute towards success at all levels (individual, team, service, organisation and system level)</p> <p>Line managers and their teams involved in setting the direction of the organisation supports motivation, engagement and effectiveness</p>
Behaviours to exhibit	<p>When in doubt, asks questions to understand the organisation's vision, purpose and strategy as well as the emerging system</p> <p>Actively contributes towards setting objectives</p> <p>Contributes towards decisions/plans</p> <p>Where needed challenges decisions/plans but in a polite and respectful way</p> <p>Has a thorough understanding of own objectives/development needs and how they are personally contributing towards organisational success at all levels</p>	<p>Communicates the vision, purpose and strategy in a way that is timely and clear but one that also feels achievable and realistic</p> <p>Understands system working</p> <p>Includes employees in objective setting. Breaks things down using layman's to clarify the reason for decisions/plans to support understanding</p> <p>Displays confidence and a high level of integrity whilst inviting comments and questions, especially in relation to the emerging system</p> <p>Helps employees/teams understand how their contribution makes a difference at each organisational level</p> <p>Links objectives to performance indicators</p>

<p>Behaviours to avoid</p>	<p>Takes no interest in understanding the organisation’s vision, purpose and strategy or even the emerging system</p> <p>Avoids getting involved in setting objectives or decision making/planning conversations and instead passively allows colleagues to dominate</p> <p>Avoids asking probing questions to enhance own understanding</p> <p>Has little or no understanding of own objectives/development needs and how they are contributing towards the success of the organisation and/or system</p> <p>Overuses acronyms, overcomplicates explanations or is too brief</p>	<p>Makes little to no effort to really understand the organisation’s vision, purpose, strategy or emerging system and/or sufficiently communicate these to employees</p> <p>Lacks integrity and/or avoids inviting comments and questions from employees</p> <p>Avoids answering difficult questions and/or giving difficult messages. Delegates responsibility to someone else</p> <p>Overuses acronyms, overcomplicates explanations, is too brief or inconsistent when passing on information to individuals/teams</p> <p>Does not sufficiently break information down (especially for new colleagues), leaving employees/teams confused over plans and decisions</p> <p>Does not allow and/or encourage employees to contribute towards the setting of objectives</p> <p>Does not sufficiently engage with employees and makes decisions for them</p> <p>Sets individual/team objectives that do not align to the CCG’s strategic objectives</p> <p>Does not measure performance against objectives</p>
<p>How you can develop wanted behaviours</p>	<p>Approach your line manager and ask for a deeper understanding of the CCG’s vision and strategic objectives</p> <p>Practice thinking about what the future team/service could look like i.e. what changes (big or small) could be made to make the team/service, and also the organisation and system, more effective</p>	<p>Ask for feedback on your own communication and engagement style from others i.e. line manager, a peer or your team/s</p> <p>Check that employees/teams have understood key organisational messages, including your own</p> <p>Clarify your own understanding re the CCG’s vision, purpose and strategy with your own line manager</p> <p>Involve employees in deciding the way forwards i.e. making decisions, the setting of objectives and planning</p> <p>Ensure decisions and future plans are communicated in a timely way</p>

Dimension 6: Team Working & Diversity

Respecting others, valuing diversity and making sure that everyone feels that their contribution is appreciated and valued. Working together for mutual benefit

	Employee: Working together to deliver the service whilst respecting difference	Line Manager: Engaging the team and promoting diversity
What this means	<p>Working as part of an effective and engaged team</p> <p>Being respectful and compassionate to others</p> <p>Supporting the team</p> <p>Valuing the strengths of CCG colleagues as well those working across the system</p> <p>Valuing the diversity that colleagues can bring to the team, organisation and system</p>	<p>Actively promoting team working whilst ensuring different personalities/work types are courteous towards each other and value each other's strengths</p> <p>Ensuring colleagues show compassionate towards each other</p> <p>Valuing diversity so that it makes a positive difference to staff experience and the team</p> <p>Managing the team when they are either working remotely or physically in the office</p>
Why this is important to the CCG	<p>Employees need to consistently value and respect each other to effectively deliver the work of the service, organisation and system</p>	<p>Teams need to be feel valued and respected by the leadership so that they can deliver an effective service and support the organisation and system</p>
Behaviours to exhibit	<p>Treating colleagues with respect and avoiding and/or changing behaviour that is inappropriate for the workplace</p> <p>Valuing and making use of the abilities of colleagues who think differently and/or have different perspectives/experiences</p> <p>Identifying improvements and being vocal about ideas that can help to improve the service, organisation and/or system</p> <p>Working co-operatively within the team and across the organisation and system</p> <p>Are part of a truly representative and supported workforce</p> <p>Are culturally competent and promotes and embraces an environment free from discrimination</p>	<p>Ensuring employees are treated with respect by colleagues and challenging inappropriate behaviour</p> <p>Listening to ideas from the team/individuals and working together to implement solutions</p> <p>Stretching the team to achieve all they can</p> <p>Fostering co-operation and uniting the team</p> <p>Agreeing shared goals/objectives</p> <p>Promoting and advancing a truly representative and supported workforce</p> <p>Supports employees/teams to be culturally competent and promotes and encourages an environment free from discrimination</p> <p>Identifies equality related impacts and manage risks</p> <p>Routinely demonstrates a commitment to promoting equality within the CCG, at all managerial/employee levels, including promotion of equality beyond the organisation</p>

<p>Behaviours to avoid</p>	<p>Creating or joining a clique</p> <p>Refusing or failing to recognise the positives and value to the CCG of a diverse team or even an employee that embodies diversity</p> <p>Behaving badly towards others</p> <p>Speaking to or about colleagues in a disrespectful and/or unfair way</p>	<p>Making unreasonable requests of individuals/the team</p> <p>Playing favourites, encouraging cliques even creating a 'them and us' culture</p> <p>Refusing or failing to recognise the positives and value to the CCG of a diverse team</p> <p>Failing to support diversity</p> <p>Speaking to colleagues and teams in a disrespectful way and allowing disrespect to exist between employees</p>
<p>How you can develop wanted behaviours</p>	<p>Ask for feedback from a trusted colleague on what you are doing well and on where you could improve</p> <p>Use self-coaching techniques and replay events from memory to increase your self-awareness</p> <p>Google and read articles on team working</p>	<p>Ask for feedback from a trusted colleague on what you are doing well and on where you could improve</p> <p>Consider a 360 HCLM assessment</p> <p>Use self-coaching techniques and replay events from memory to increase your self-awareness</p> <p>Attend a team building course and/or watch team building clips on YouTube</p>

Dimension 7: Accountability & Honesty 🏠

Clarifying what is expected, as well as feeding back and supporting each other to meet expectation. Taking personal responsibility, being accountable, honest and contributing to high service standards

	Employee: Holding ourselves to account and evidencing a high level of integrity	Line Manager: Holding individuals and the team to account
What this means	Self-managing Staying motivated Being self-reflective and finding ways to improve own performance Being honest with colleagues although respectful Taking responsibility for own outcomes and contributing to the team's outcomes	Encouraging individuals and the team to find ways to improve performance Giving employees the freedom to self-manage within the demands of their job Continuously motivating and leading the team Being clear about expectation Encouraging honesty and respect amongst colleagues and teams
Why this is important to the CCG	This helps ensure individuals/teams know what is expected, that they are prepared to hear feedback and develop accordingly whilst taking responsibility for own outcomes	To provide clarity of expectation, enhance service delivery and safeguard service reputation
Behaviours to exhibit	Personally setting high standards and then competing against these Taking responsibility for delivery of own objectives and standards, including when things go wrong Being supportive of colleagues and collaboratively working together as a team/organisation, especially in times of crisis Being proud of and celebrating achievements Feeling comfortable asking for feedback from line management if this is required for a specific area	Celebrating the success of the team and recognising employees that go the extra mile Setting/agreeing high but realistic standards and performance/ development objectives Continuously stretching individuals and the team to achieve all they can Giving regular feedback Supporting and encouraging individuals/the team to take responsibility for their own standards/objectives Letting the team just get on with it
Behaviours to avoid	Avoiding tasks that are part of the job Aggressively competing against colleagues or other teams Leaving a colleague to complete a disproportion amount of the team's work	Taking the credit for an individual's or the team's work Continually leaving individuals/teams to their own devices i.e. not providing adequate management support Tolerating mediocrity and poor performance

	<p>Ignoring fair and balanced feedback</p> <p>Doing as little as possible</p> <p>Avoiding giving 'bad news' to line management</p> <p>Taking pleasure in watching a colleague struggle</p>	<p>Setting unfair individual/team objectives or standards that cannot be reached</p> <p>Imposing standards/objectives on individuals/teams</p> <p>Avoiding giving feedback or giving unbalanced feedback e.g. all good or all developmental</p>
<p>How you can develop wanted behaviours</p>	<p>Take responsibility for your role, performance and outcomes</p> <p>Actively and willingly be involved in your 1-2-1s and annual appraisal</p> <p>Actively contribute towards team meetings</p> <p>Be emotionally prepared to hear feedback from your line manager</p>	<p>Undertake regular 1-2-1s and annual appraisals</p> <p>Undertake regular team meetings and pass on key organisational messages in a timely way</p> <p>Agree stretching objectives and standards. Ensure these are not imposed</p> <p>Provide the team with an opportunity to contribute towards setting team objectives and link these to the strategic objectives</p> <p>Develop coaching and mentoring skills</p> <p>Make use of tried and tested feedback models</p>

Dimension 8: Development & Capability

Employees developing individually in terms of their knowledge, skills and behaviour to impact on the success of their team, the service and the wider system

	Employee: Developing to improve personal performance and support the team	Line Manager: Developing individuals and the team to enhance performance
What this means	<p>Appreciating that everyone has something to offer</p> <p>Recognising and valuing own contribution including that of others</p> <p>Continuously developing in-line with service need</p> <p>Working in-line with the NHS and CCG's core values and competency framework</p>	<p>Adopting an inclusive approach to identifying potential and recognising that everyone has something to offer</p> <p>Leading by example and role modelling personal development and behavioural change</p> <p>Continuously developing the workforce, meeting future demand, addressing workforce challenges and supporting succession planning</p>
Why this is important to the CCG	<p>Developing own knowledge, skills and behaviour, appreciating own strengths/talent whilst valuing diversity will enhance the team, service and system</p>	<p>Developing the knowledge, skills and behaviour of our workforce is essential to continuously improving teams and services whilst ensuring we meet the healthcare needs of the communities we serve at a system level</p>
Behaviours to exhibit	<p>Taking responsibility for own development</p> <p>Being prepared to talk to own line manager about personal development/career aspirations</p> <p>Appreciating own strengths and talents of others</p> <p>Appreciating the diverse background of colleagues</p> <p>Making use of own knowledge and skills</p>	<p>Supporting team members to take responsibility for their own development</p> <p>Discussing employee development/career aspirations on at least an annual basis</p> <p>Appreciating strengths and talents of individuals and the team, and supporting both formal and informal development</p> <p>Valuing the diversity of the team whilst ensuring that all employees are respected for their talents and contribution</p>
Behaviours to avoid	<p>Manipulating, intimidating or undermining others to get ahead</p> <p>Taking no responsibility for own personal development</p> <p>Being reluctant to develop any further</p> <p>Having no appreciation for the strengths/talents of others or the value a colleague from a diverse background can bring</p>	<p>Developing only the 'best' people or favourites</p> <p>Not being prepared to develop employees in the interest of the CCG/NHS</p> <p>Not carrying out regular 1-2-1s or annual appraisals in a timely way</p> <p>Not being open to approve secondments, acting-up or job shadowing for the benefit of the system</p>

<p>How you can develop wanted behaviours</p>	<p>Complete free on-line psychometrics to understand your own working style</p> <p>Feel confident about what you know you do well</p> <p>Seek opportunities to learn and develop that are cost effective</p> <p>Be appreciative of the diversity of experience that colleagues can bring to the team</p> <p>Ask for feedback from a trusted colleague or line manager on what you do well as well as areas for development</p>	<p>Develop coaching and mentoring skills</p> <p>Develop all colleagues, including those from a diverse background, and avoid nepotism</p> <p>Value diversity and evidence this in your management practice</p> <p>Avoid recruiting in your own image</p> <p>Build equal and trusting relationship with all of the team</p> <p>Lead and manage objectively</p>
---	--	---

Dimension 9: Influencing & Communicating

Sharing good practice and successful outcomes; networking and contributing professionally to debates and decisions. Communicating effectively whilst seeking to influence the future in relation to the service, organisation and wider system

	Employee:	Line Manager:
	Communicating and influencing to support effectiveness	Influencing the team and supporting the system
What this means	<p>Showing respect for others by contributing calmly and professionally to debates which may differ to your own viewpoint</p> <p>Acting as an ambassador for the organisation, building credibility and sharing practice/expertise at a service and system level</p> <p>Being self-aware of your own communication style and being easy to contact via e.g. email/telephone</p> <p>Proactively thinking about how you can impact positively upon the service and the overall system</p>	<p>Encouraging the team to contribute to debates, act as ambassadors, build credibility and share good practice/expertise at a service, organisation and system level</p> <p>Encouraging the team/individuals to be self-aware and think proactively</p> <p>Encouraging the team to think about how they can have a positive impact upon the service, organisation and system as a whole</p>
Why this is important to the CCG	<p>Influencing and communicating with colleagues, across teams and organisational boundaries will provide an opportunity to shape services, the organisation and the system</p>	<p>Encouraging influencing and communicating with colleagues, across teams and organisational boundaries will provide an opportunity to shape services, the organisation and the system</p>
Behaviours to exhibit	<p>Actively listening to what others have to say</p> <p>Joining relevant networks and forums</p> <p>Building supportive relationships across the system</p> <p>Influencing in a respectful and thoughtful way</p> <p>Working with and supporting colleagues across the system</p> <p>Willingly sharing successful work examples/best practice plus opinions/views</p> <p>Managing emotions and self-reflecting</p>	<p>Actively listening to what employees have to say and allowing this to influence own decision making</p> <p>Encouraging employees to join networks/forums and build supportive relationships across the system</p> <p>Encouraging employees to be respectful of others and share their opinions/views</p> <p>Actively encouraging employees to obtain examples of successful work or best practice from across the system and share this (including sharing their own)</p> <p>Encouraging employees to value intellectual thought</p>

<p>Behaviours to avoid</p>	<p>Being rude or sarcastic about others including their views/opinions</p> <p>Is confrontational and aggressive</p> <p>Ignoring the views or insights of others</p> <p>Using jargon or too many acronyms</p> <p>Acting in a superior or controlling way and being narrow-minded</p> <p>Being anti-intellectual</p> <p>Being protective and unwilling to share successful work examples/good practice</p>	<p>Turning a blind eye to employees being unsupportive, superior, narrow-minded, rude or sarcastic</p> <p>Allowing individuals to dominate and control</p> <p>Allowing a toxic sub culture to develop at the team level</p> <p>Joining or even allowing a clique to form and dominate and control</p>
<p>How you can develop wanted behaviours</p>	<p>Self-reflect on how you communicate</p> <p>Join or even start a network that will support the service/system</p> <p>Make use of social media to make connections</p> <p>Appreciate that we are all in it together</p> <p>Learn to appreciate and work with colleagues who are radically different in their thinking/working style or even have fundamentally different life experiences</p> <p>Ask a trusted colleague for feedback on how you communicate with others</p> <p>Request a coach through the OD Team</p>	<p>Consider shadowing a more senior line manager or a respected peer to observe how they communicate with and influence their team</p> <p>Self-reflect on how you communicate with and influence your team</p> <p>Ask a trusted colleague for feedback on your communication and influencing style</p> <p>Request a leadership coach through the OD Team</p> <p>Consider a 360 HCLM assessment</p>

The Dimensions Evaluation Table

(This is optional to complete)


In advance of undertaking the **Self-assessment Tool** on the next page, you might find completing the following table useful in order to narrow down which dimension/s to develop

Instructions: using the key at the bottom of the page score yourself against each dimension

Dimension 1 Purpose & Effectiveness	1	2	3	4	5
Dimension 2 Compassion & Trust	1	2	3	4	5
Dimension 3 Information/Data Management & Service Improvement	1	2	3	4	5
Dimension 4 Collaboration & Partnering	1	2	3	4	5
Dimension 5 Vision & Strategy	1	2	3	4	5
Dimension 6 Team Working & Diversity	1	2	3	4	5
Dimension 7 Accountability & Honesty	1	2	3	4	5
Dimension 8 Development & Capability	1	2	3	4	5
Dimension 9 Influencing & Communicating	1	2	3	4	5

Key




- 1 = Significantly below average (urgently needs to improve)
- 2 = Below average (needs to improve over e.g. a 3 month period)
- 3 = Average (are doing okay but needs to try to stretch themselves)
- 4 = Above average (are performing well)
- 5 = Exceeding expectation (are performing extremely well)

Top tip: if you are filling this form out electronically just click on the relevant score for that dimension and shade this grey (look for  on your toolbar). For example:

Dimension 1 Purpose & Effectiveness	1	2	3	4	5
--	---	---	---	---	---

The Traffic Light Self-assessment Tool


Please self-evaluate against the competency framework to identify which behaviours you need to **stop**, **start** or **continue** to exhibit. Try to identify 3 of each.

	<p>Red: These are behaviours you need to immediately stop exhibiting. They are likely to be undermining your work performance and ruining your reputation</p> <p>It's possible that you don't even fully realise the impact your behaviour is having</p>	
1.		
2.		
3.		
	<p>Amber: These are behaviours you need to start to exhibit because you aren't doing them and you should be. So, aim to start doing them as soon as you can</p> <p>It's possible that you might be behaving like this a little but you aren't having a noticeable impact</p>	
1.		
2.		
3.		
	<p>Green: These are behaviours you need to continue to exhibit. It's also highly likely that when you behave like this you are a role model for the organisation</p> <p>It's possible that you might want to continue developing these behaviours as they are so valuable to the organisation</p>	
1.		
2.		
3.		
<p>Instructions: now select 3 x behaviours you will develop over the next 12 months from those identified above (to note, you don't have to pick one from each section, for example, you could have 3 x stop behaviours or 2 x start behaviours and 1 x continue behaviour):</p>		
Behaviour to be developed:	How will this be developed?	Completion date:
1.		
2.		
3.		

The Job Wheel

*(This is **optional to complete** but is a useful visual representation of key areas)*

Use this wheel to score yourself against each category and then focus discussions and actions on areas with lower scores (these being key developmental areas), or even areas that don't have a lower score but you'd still like to improve

Top tip: if you are filling this form out electronically click and drag a red dot  from the bottom of this page and place it in the relevant place on the Job Wheel (see the key below and use one red dot for each category)

