

SYSTEM LEADERSHIP BEHAVIOURS FRAMEWORK

The shift towards a system wide approach to address population health requires leaders to work in a different way. The NHS North West Leadership Academy undertook a significant system wide piece of research to gain a deeper understanding of the kinds of behaviours needed to enable effective system leadership across the public sector. The research identified four overarching themes, each underpinned by a series of supporting behaviours:



AUTHENTICITY:
Honest and genuine, true to self and own values, clarity about what they are there for, what they are aspiring to and why; sense of purpose

MINDSET:
Open-minded, curious, encourages learning and a lack of defensiveness in self and others, insight and affiliation with others

RESILIENCE, BRAVERY & COURAGE:
Boldness, bravery and courage to take calculated risks, reflects and learns from failure and success



RELATIONSHIPS & ADVOCACY:
Engages and builds relationships at all levels and across organisations, enables citizens to take charge of their own health (with the right support)

COLLABORATION & CO-CREATION:
Involves communities, embraces diversity and works across differences and agencies to establish what collectively needs to be achieved for quality, cost-effective service provision

TRUST:
Builds trust to promote empathy, care and open communication (e.g. around why decisions are made)



COMMUNITY/ HOLISTIC THINKING:
Starts with place in mind, understands wider area structures and associated challenges, clarifies alignment, has a community focus for the greater good

VISION/ SHARED DIRECTION:
Has consistent and clear vision which involves common goals and shared direction for quality, effective service provision

SYSTEM INFLUENCE:
Leads from place, makes gateways and breaks down divides to enable system outcome beyond their own service, to serve communities. Plays an active role in shaping policy nationally

LEAD/ ENABLE OTHERS:
Provides opportunity for others to develop around them, gives opportunities to others to solve problems, make decisions, take ownership; supportive and agile



OWNERSHIP & ACCOUNTABILITY:
Holds self and others (across the system) to account for quality, effective service provision, recognises how to work with shared accountability for the benefit of the population

DELIVERY:
Has clear structure and steps for delivery, knows where to invest energies and takes action making best use of available resources

DOING THINGS DIFFERENTLY:
Doing things differently to facilitate delivery. Trying new ideas and enabling self and others to explore creative approaches