

PRACTICAL TOOLS FOR EXPLORING SYSTEM LEADERSHIP BEHAVIOURS

SYSTEM LEADERSHIP CARDS

These cards are a systems leadership development tool. Research has shown that there is no one best way to use them; there are a number of effective practices.

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You may wish to consider using them as part of:

- **Self-reflection and assessment**
- **Development conversation(s)**
- **Coaching and mentoring conversations**
- **Leadership development activity**

For example if using the cards as part of a development conversation familiarise yourself with the behaviours and descriptors then explore further using the questions on the reverse. The aim is to consider how the behaviours 'play-out' from an individual, organisational and system level, prompting self-reflection in the context of system-level working.

**More information
and resources can be
found on our website
www.nwacademy.nhs.uk**

BEING

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

SELF

How do you demonstrate authenticity?

ORGANISATION

How does your organisation ensure it is true to its values when working across the system?

SYSTEM

How does your system engage others in a shared purpose?

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BEING

MINDSET

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

SELF

How do you demonstrate an open-minded approach in system working?

ORGANISATION

How does your organisation adopt a curious and exploratory approach to system working?

SYSTEM

How is your system working together to adopt an open and outward mindset?

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BEING

RESILIENCE, BRAVERY & COURAGE

Boldness, bravery and courage
to take calculated risks,
reflects and learns from failure
and success

SELF

**How safe do you feel to take risks?
Are these calculated risks?**

ORGANISATION

**How does your organisation learn
from failure and success?**

SYSTEM

**How is your system demonstrating
boldness?**

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RELATING AND COMMUNICATING

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)

SELF

When you make a decision, how do you consider the impact on:

- You?
- Your organisation?
- The system?
- Citizens?

ORGANISATION

To what extent does your organisation truly engage citizens?

SYSTEM

How is your system ensuring all voices are heard?

RELATING AND COMMUNICATING

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

SELF

How do you embrace diversity?

ORGANISATION

How does your organisation work collaboratively to achieve quality and cost effective service provision?

SYSTEM

What is your system's approach to inclusion?

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RELATING AND COMMUNICATING

TRUST

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

SELF

How do you demonstrate care and compassion to colleagues?

ORGANISATION

How does your organisation communicate how decisions are made?

SYSTEM

How is trust built across your system?

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LEADING AND VISIONING

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

SELF

How do you identify your own gaps in knowledge?

ORGANISATION

How does your organisation gain the support of its communities?

SYSTEM

How do political relationships impact on your system?

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LEADING AND VISIONING

VISION / SHARED DIRECTION

Has consistent and clear vision which involves common goals and shared direction for quality, effective service provision

SELF

Where do your mission, purpose and values fit with those of your system?

ORGANISATION

How much do you understand the vision beyond that of your organisation?

SYSTEM

How does your system involve others in creating shared vision and common goals?

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LEADING AND VISIONING

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

SELF

What do you do when you identify things need to change across your system?

ORGANISATION

How does your organisation effectively influence for better service transformation?

SYSTEM

What are the main forces of influence in your system? How do they impact outcomes?

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LEADING AND VISIONING

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

SELF

How do you challenge poor behaviours?

ORGANISATION

What is your organisation's approach to talent management for future leaders?

SYSTEM

Old power vs new power – where is your system leadership in relation to this?

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DELIVERING

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

SELF

How do you have difficult conversations with others who might not have the same vision?

ORGANISATION

How is your organisation willing to compromise where necessary and understand other partners' constraints?

SYSTEM

How do your system leaders challenge others in the system to make a difference?

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DELIVERING

DELIVERY

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

SELF

Where do you invest your energies for effective delivery?

ORGANISATION

How does your organisation meet legal/statutory responsibilities, whilst trying to operate as a system?

SYSTEM

How does your system make best use of the available resources?

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DELIVERING

DOING THINGS DIFFERENTLY

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

SELF

How comfortable are you in generating and testing new ideas and approaches?

ORGANISATION

How does your organisation support people to be creative and innovative?

SYSTEM

How is your system experimenting and testing new approaches?

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