

The Leadership and Management Framework

Self-Assessment Tool



HEALTH
EDUCATION
& TRAINING

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THE NSW HEALTH LEADERSHIP AND MANAGEMENT FRAMEWORK

Health care organisations are complex, and challenges appear to be ever evolving – with many positive innovations arising as a result.

In consideration of this complexity, Leadership and Management programs in HETI are based on a triad of leadership approaches – adaptive, collective and relational. By accessing the interface between these approaches, individuals can be supported to experience strong engaged high performing roles in NSW Health, regardless of the formal position they hold. The NSW Health Leadership and Management Framework provides an articulation of the combined capabilities that support the 6 domains of the Framework.

The following self-assessment form highlights some of the key capabilities within the Framework. It enables individuals, to reflect on their capabilities and consider which areas they already excel in, and others that they may like to develop in order to provide an even stronger service.

1. TAKE TIME AND FIND EXAMPLES

Allocating uninterrupted time is essential. Reflect on the capability area and generate examples from your own work life that demonstrate the level of capability you have identified.

2. SEEK PEER FEEDBACK

Test your findings with a “critical friend”, and ask them for examples as well to support their observations.

3. MEET WITH LEARNING AND DEVELOPMENT

Meet with a key person from your Learning and Development department or a mentor to help plan out a development approach for the next 12-24 months. Identify areas you wish to strengthen, and consider how you can do this.

4. CELEBRATE YOUR PROGRESS

Remember to review your progress, and celebrate any growth. Ensure the right people know you are growing – leverage positive change with looking for opportunities to practice skills. If there are barriers to change, then consider who best to discuss these with to find an alternate way.

For further advice – contact your Learning and Development department.



SELF-ASSESSMENT TOOL

This tool is designed to enable you to manage your learning and development and to help you reflect on which domains of the NSW Health Leadership and Management Framework you would like to develop further.

Remember that such an assessment is a “point in time” and can be influenced by immediate experiences.

This information belongs to you, which you may like to share with a mentor or others.

Look at each of the statements and chose a statement that best matches how it applies to you

ACHIEVING OUTCOMES

	VERY LITTLE/ NEVER	SOME OF THE TIME	A LOT OF THE TIME
BUILDING A COMMON VISION FOR HEALTH OUTCOMES			
I engage with others to set the direction of services and build a vision for health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I discuss the range of factors that can impact the future of health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USING OUTCOMES FOR PATIENTS AND CLIENTS AS WELL AS SERVICE AGREEMENTS TO DRIVE PERFORMANCE			
I work with others to define desired outcomes for patients and clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I measure current performance in order to discuss progress towards outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FOCUSING ON WHAT MAKES A DIFFERENCE TO RESULTS			
I help identify which factors have the biggest impact on results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I anticipate and act on issues that could cause problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BEING ACCOUNTABLE FOR PERFORMANCE AND RESOURCES			
I take responsibility for getting results and encourage others to do the same	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I help others access the resources they need to do their jobs well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DEVELOPING AND LEADING SELF

	VERY LITTLE/ NEVER	SOME OF THE TIME	A LOT OF THE TIME
DEMONSTRATING SELF-AWARENESS			
I consider how my attitudes, beliefs and behaviours affect other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I learn from my experience and adapt my behavior accordingly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTIVELY SEEKING PERSONAL GROWTH			
I recognise and build on my strengths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I actively seek out opportunities to learn and develop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MODELLING DESIRED BEHAVIOURS AND VALUES			
I 'walk the talk' with my values and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I act on the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TAKING RESPONSIBILITY FOR OWN PERFORMANCE AND CONTRIBUTION TO THE SERVICE AGREEMENT			
I think about how my own performance contributes to the larger organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I persevere and stay calm when working under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ENGAGING PEOPLE AND BUILDING RELATIONSHIPS

	VERY LITTLE/ NEVER	SOME OF THE TIME	A LOT OF THE TIME
FACILITATING EFFECTIVE TEAM PROCESSES			
I spend time with the team exploring ways to work together more effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I assist the team in identifying issues that affect performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FOSTERING DEVELOPMENT OF OTHERS			
I create opportunities for people from different professions to learn from each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I provide challenges and support for others to grow their leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HARNESSING TALENT AND DIVERSITY

I bring people with different perspectives together to find creative solutions

I help people keep an open mind when considering different view points

CREATING WORKPLACE CULTURE ENVIRONMENTS WHERE PEOPLE CAN CONTRIBUTE

I help others identify and use their strengths

I assist others to identify obstacles that prevent them from contributing at their best

PARTNERING AND COLLABORATING ACROSS BOUNDRIES

VERY LITTLE/
NEVER SOME OF
THE TIME A LOT OF
THE TIME

EMPLOYING A COLLABORATIVE APPROACH TO TRANSFORMING THE ORGANISATION

I work with others across formal boundaries when the need arises

I constructively challenge work-related practices, attitudes and behaviours that don't fit the CORE values

MOBILISING PEOPLE TO UNDERTAKE COLLABORATIVE ACTION FOR SERVICE TRANSFORMATION

Through my own action I inspire people to collaborate for change

I work at bringing people together from different areas to shape new service directions

CREATING CROSS-SECTORIAL COLLABORATIONS TO DELIVER SERVICE AGREEMENTS

When working with stakeholders, I look for areas of agreement to develop new solutions

I take into account the culture and interests of partner organisations

ENCOURAGING FRESH INSIGHTS FROM DIVERSE SOURCES TO FOSTER INNOVATION

I encourage others to ask questions, be creative and try out new ideas

I build relationships with others to stimulate innovation and change

TRANSFORMING THE SYSTEM

	VERY LITTLE/ NEVER	SOME OF THE TIME	A LOT OF THE TIME
SHAPING A PREFERRED FUTURE FOR HEALTH SERVICE DELIVERY			
I seek out and apply new information about healthcare delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I ask for and stimulate discussion about ideas for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEMONSTRATING CRITICAL AND SYSTEMS THINKING			
I think about the whole system and how everything fits together – patients, clients and professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I consider issues and conflicts around change from different stakeholder perspectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASSESSING AND WORKING THROUGH RESISTANCE AND OTHER IMPEDIMENTS TO CHANGE			
I seek to understand others' perspectives including their deeper concerns and motivations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I put forward solutions that are designed to meet the needs and aspirations of all parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BEING POLITICALLY ASTUTE AND BUILDING SUPPORT FOR CHANGE			
I influence the people I am in contact with to support change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I help others understand how to take ownership of health reform and patient-centred care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MANAGING FOR NOW AND THE FUTURE

	VERY LITTLE/ NEVER	SOME OF THE TIME	A LOT OF THE TIME
BUILDING THE WORKFORCE FOR NOW AND THE FUTURE			
I utilise people management processes in order to support staff wellbeing and engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I actively seek to ensure diversity and inclusion are enabled in the health workforce and patient/customer care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROMOTING OPTIMAL ORGANISATIONAL PERFORMANCE

I negotiate with my colleagues on how best to identify our individual strengths and apply them accordingly

I align both service and individual performance goals with the NSW Health strategic priorities

CREATING GOVERNANCE AND FINANCIAL SUSTAINABILITY

I have a strong focus on the ongoing development of my commercial, economic and financial acumen

I view optimal health outcomes for patients and customers, both short and long term, as a key factor to consider whilst managing financial sustainability

MANAGING QUALITY, SAFETY AND RISK

I embed risk management practices in my day to day work

I share reflections on behavior of self and others in relation to quality and safety objectives

MANAGING LOGISTICS

I inform decisions on how goods and services are best managed to meet consumer need

I respond in an agile way to anticipated and unanticipated logistical changes

LEVERAGING TECHNOLOGY AND DATA TO OPTIMIZE OUTCOMES

I leverage technology and data to inform decisions and to optimise outcomes

I proactively reflect on available relevant data and share key insights with key stakeholders

DEMONSTRATES PATIENT AND CUSTOMER CENTRICITY

I regularly review work practices to ensure a focus on patient and customer experience

I actively seek interprofessional collaboration to achieve the best possible outcome for patients

DOMAIN	POTENTIAL DEVELOPMENT AREA FOR FOCUS
<p>Achieving Outcomes</p>	
<p>Developing and Leading Self</p>	
<p>Engaging People and Building Relationships</p>	
<p>Partnering and Collaborating Across Boundaries</p>	
<p>Transforming the System</p>	
<p>Managing For Now and the Future</p>	