

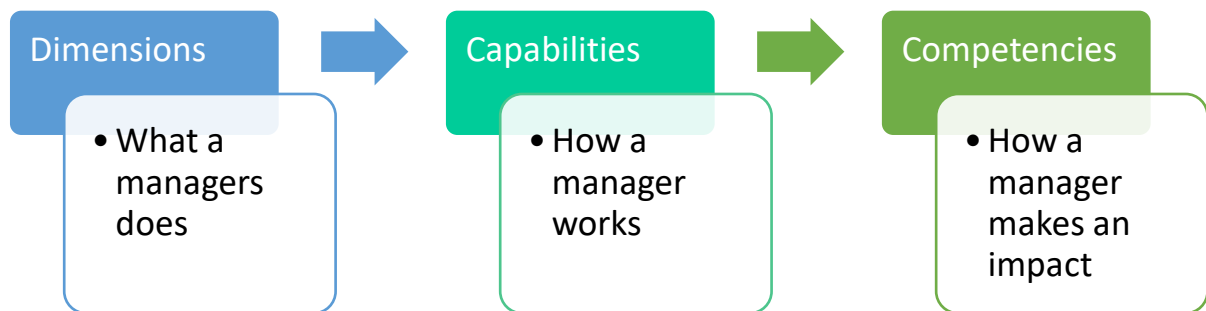
Practice Managers Vocational Training Scheme

Leadership and Management Framework

This framework is based on the NHS Scotland Leadership and Management Framework and aims to strengthen leadership and management at all levels. It aims to deliver high quality outcomes, through a workforce that is:

- Collaborative
- Compassionate
- Constructive
- Capable

In the Practice Managers Vocational Training Scheme, we use a framework to identify:



The framework supports the continuing development and practice of managers' competence, confidence and courage.

- **Competence** is the manager's ability to do the required task effectively.
- **Confidence** is the manager's ability to make decisions and take appropriate actions in a timely manner, especially in conditions of uncertainty, ambiguity and resistance from others, while maintaining the respect and co-operation of others.
- **Courage** is the manager's ability and preparedness to recognise and see through a course of action appropriate to a set of professional, ethical or social circumstances despite pressure from others or the risk of sanction or adverse personal consequences.

It encourages managers to engage in reflective practice, identify areas for development and build self-motivation (intrinsic). The framework is also used to map course work to Dimensions, Capabilities and Competencies.

What a manager does

At the heart of what you do is meeting the required standards for doing your job, doing it right and acting positively, and with honesty and reliability. A manager manages work, delivers results and remains contemporary within a defined operational/strategic context whilst maintaining high standards of professional conduct, competence, and behaviour. This demands confidence, courage and integrity.

What you do as a manager and leader is split into four dimensions, these are:

- **Managing Self** – to ensure a consistent and authentic approach that earns respect as a manager
- **Managing People** – to build and sustain trust, commitment and engagement between managers and those whom they manage
- **Managing the Service** – to build, sustain and deliver high quality health and care services
- **Managing the Organisation** – to provide a framework, or a structure and system, within which excellence can be delivered and service users will be safe

How a Manager Works

We have identified six key leadership capabilities managers and leaders need. A leadership capability describes the skills required to be capable, effective and efficient in the role we are in. the capabilities identified are:

- Demonstrating self-leadership
- Motivating and Inspiring
- Empowering others
- Collaborating and influencing
- Being creative and innovative
- Having a clear vision

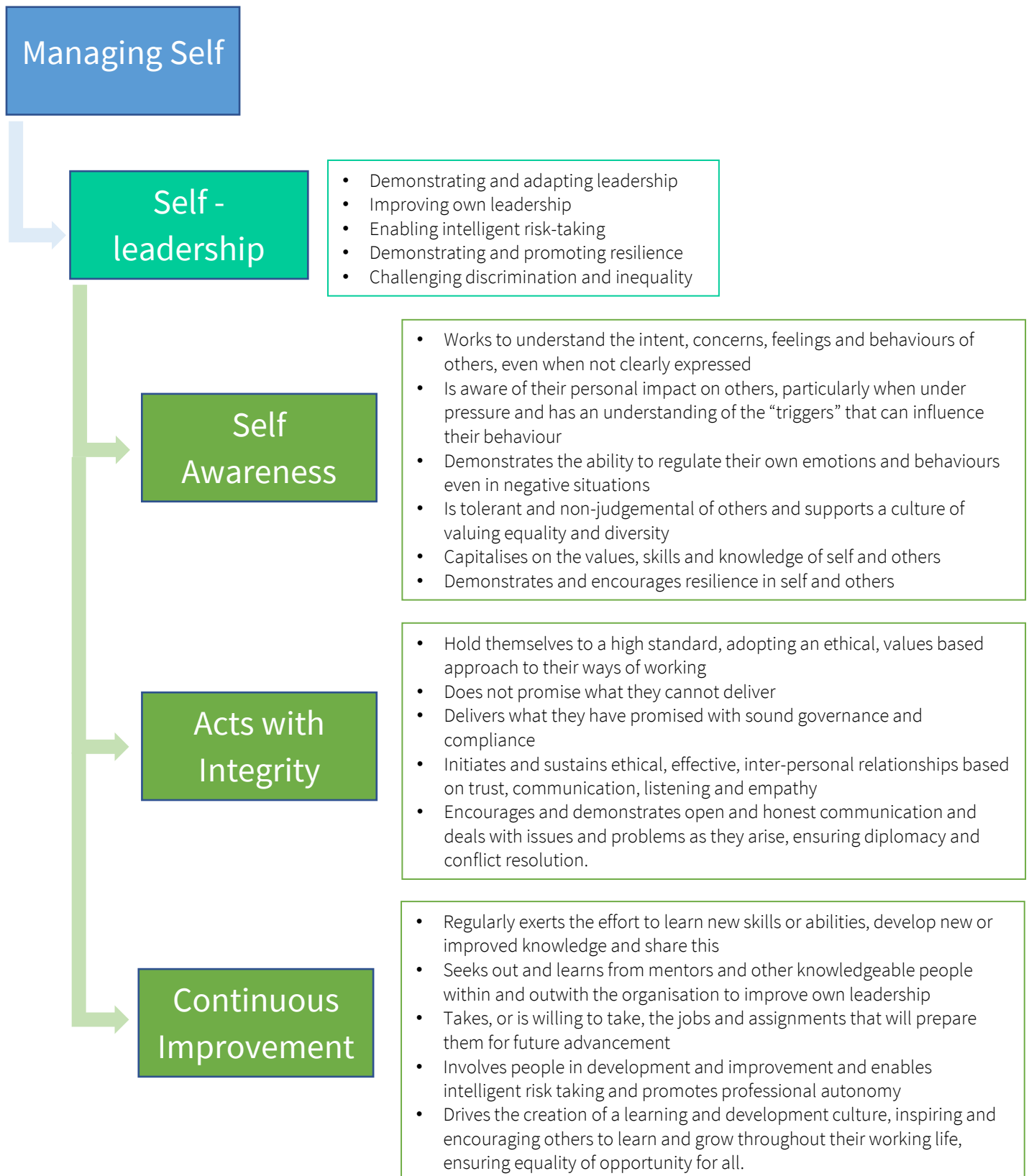
Focusing on capabilities allow us to 'stretch' and aspire to be the best we can be.

How a manager makes an impact

Leadership competencies can include a combination of knowledge, basic requirements, skills, abilities, behaviours and attitudes. It is the right combination of functional and technical skills which make things happen.

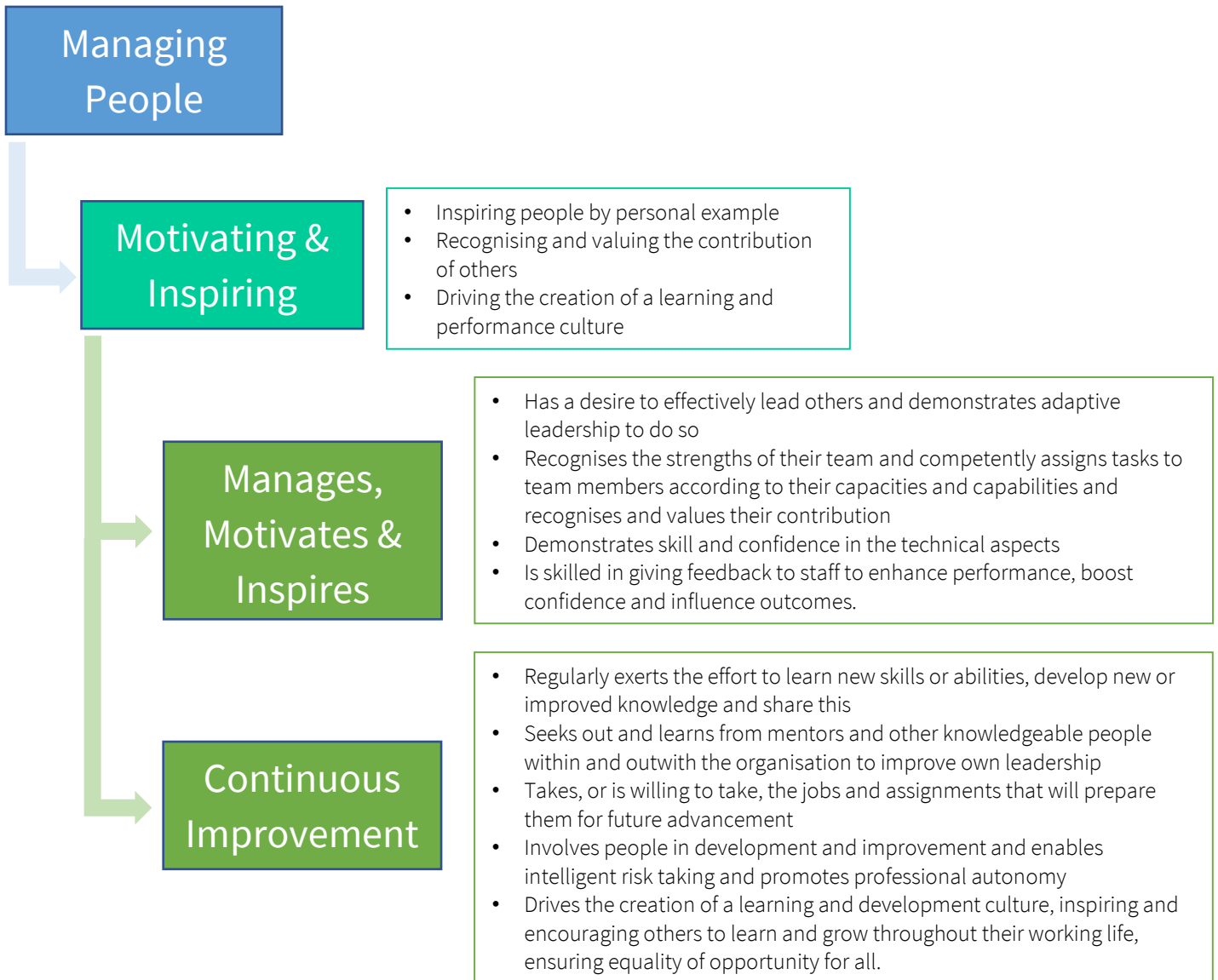
What is Self-Leadership?

Self-leadership means recognising, exercising and improving your own leadership. Bryant and Kazan (2012) define self-leadership as someone having a developed sense of who they are, what they can do and where they are going. Coupled with this is the ability to influence communication, emotions, and behaviours. So, self-leadership is about you, and your qualities - and your willingness to examine and change these.



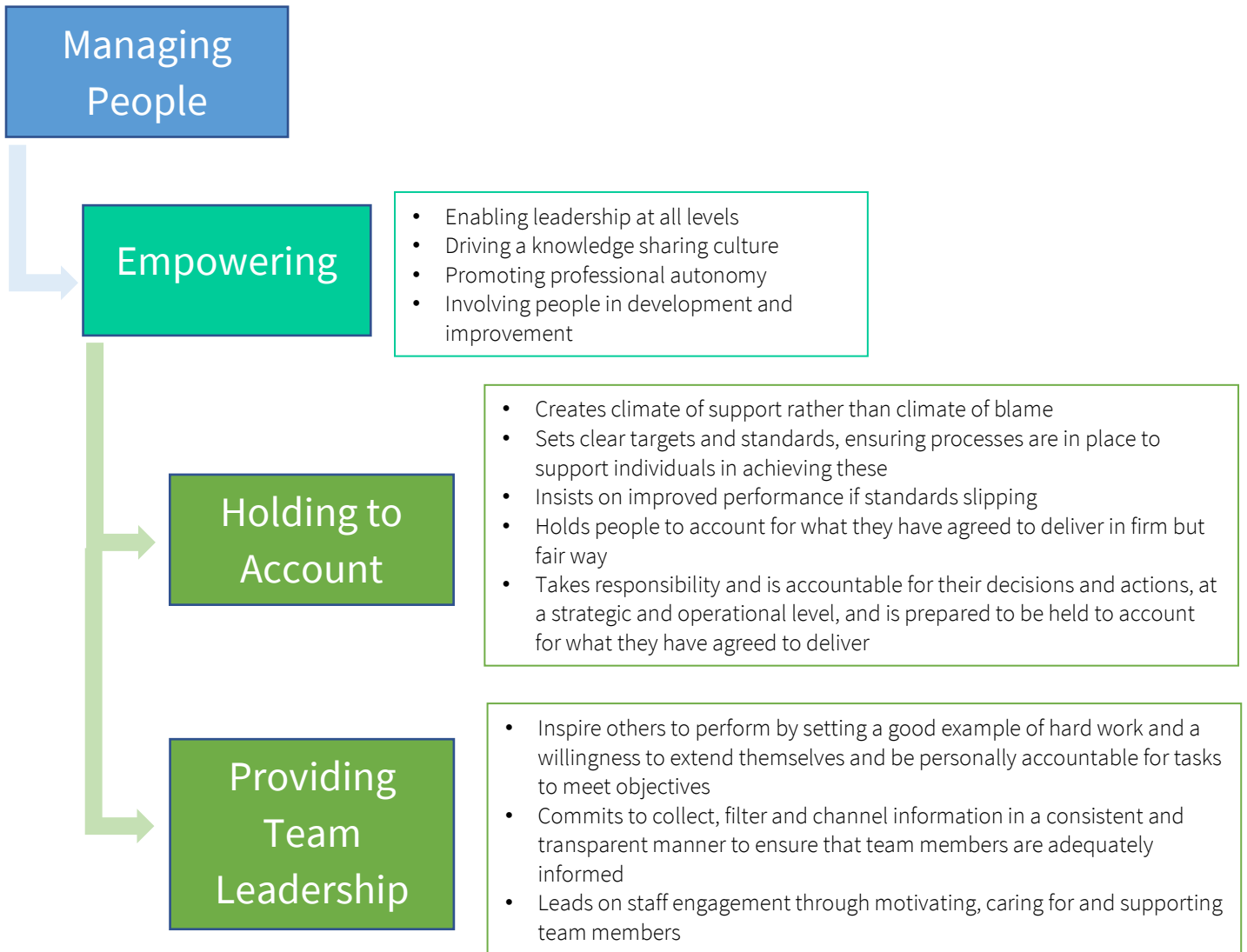
What is Motivating and Inspiring?

We experience inspiring individuals at all levels of our services. They set the standard by appreciating others, investing in colleagues and focussing on quality. By doing so, they motivate and inspire others to develop their own positive leadership style.



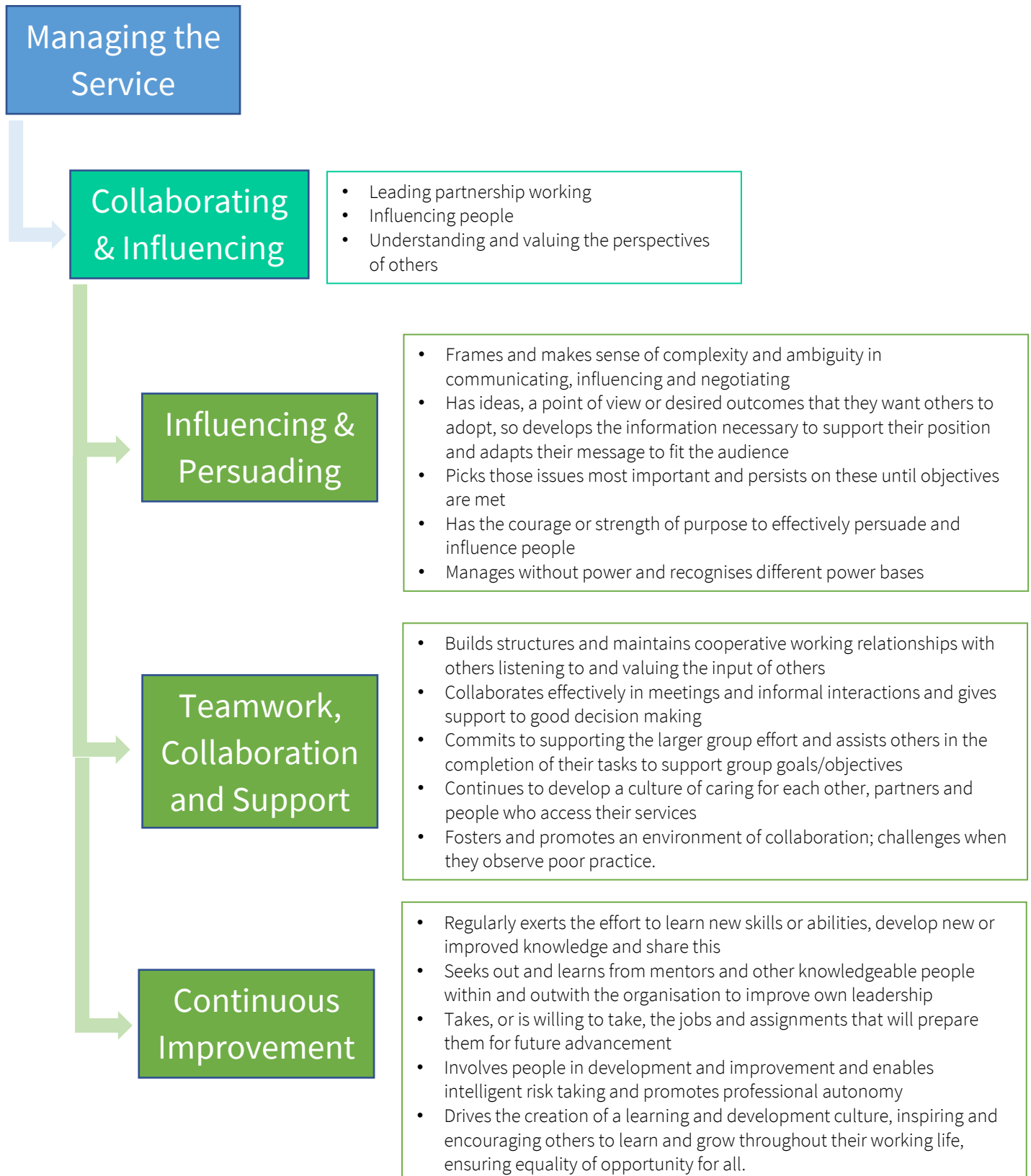
What is Empowering?

Empowering means enabling others to develop and use their leadership potential. "A leader is someone who can get things done through other people." (Warren Buffet) Empowerment involves action. Those in leadership positions can play a large part in creating the culture within which empowerment can flourish. To empower people, you need to recognise that they can be leaders regardless of their position or role within the organisation.



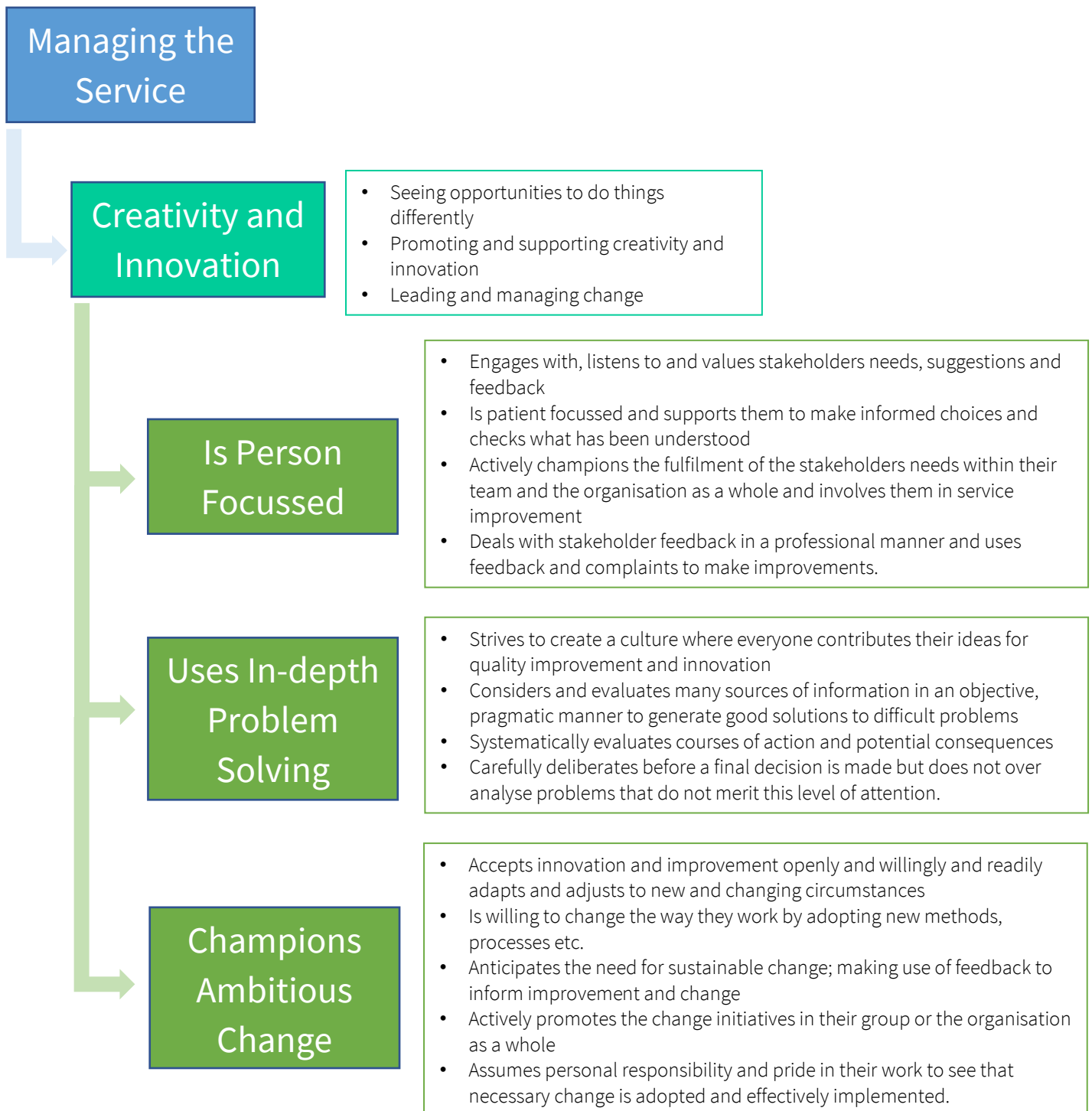
What is Collaborating and Influencing?

The world we work in is complex, requiring input from numerous individuals. Working together effectively for better outcomes is what collaborating and influencing is all about. Effective collaboration requires the ability to influence others to see things differently or open up to alternative courses of action.



What is Creativity and Innovation?

Creativity is about opening up the mind to new possibilities, while innovation is finding new ways to improve the current ways of working. Creative people are prepared to take risks that move their work or organisation forward. They like to solve problems and have an open mindset. The world is evolving around us and enquiring culture enables us to develop and improve, rather than continuing to do as we've always done.



What is Vision?

Successful leadership starts with a clear vision. Vision defines the organisation as it would appear in a future successful state and focuses our attention so we can prioritise what matters most, enabling us to solve current problems, set goals and implement plans that take our organisation forwards into the future.

