Annex B: NHS Executive Director Success Profile

The profile shown below has been developed by the NHS Leadership Academy to define the optimal characteristics that drive success in an Executive Director level role in the NHS, including the role of Director of Workforce. You are not expected to meet all these characteristics at this stage in your career development. However, in your supporting statement please provide examples of where you have demonstrated these characteristics in your career to date.

Drives for better outcomes
• Routinely looks for and acts on new ways to improve results and raise the bar on quality in the short and longer term
• Develops and implements concrete plans to transform outcomes such as patient/service user care in a sustainable way
• Ensures they stay focused on results and outcomes
• **Stretch behaviour:** Takes risks, by taking action and implementing solutions that haven’t been tried and tested, to deliver a step change in what can be delivered.

Takes people with them
• Adjusts the style and content of their message to appeal to the people they’re trying to engage?
• Considers who may be influential with the audience, and enlists their support?
• Paints a compelling picture of the future they’re trying to create, one in which everyone can see themselves, which explains not just what needs to happen, but why, and what’s in it for patients/service users, employees from all backgrounds, and the audience?
• **Stretch behaviour:** Navigates organisational politics and culture, key stakeholders and personalities, to build support and engagement.

Speaks up
• Speaks up when it would be easier to stay silent?
• Sensitively raises the ‘elephant in the room’?
• Voices the concerns of people who aren’t in the room, such as patients/service users, front line staff or under-represented groups?
• **Stretch behaviour:** Decides not to do what has been asked, because it’s better in the long term for patients/service users and other outcomes?

Brings compassion and humility
• Listens to others and values diverse perspectives and differing opinions
• Explores others’ concerns and empathises?
• Assumes others are coming from a good place, even in disagreement?
• **Stretch behaviour:** Puts others’ needs and perspectives at the heart of decision making?

Brings a learning mindset
• Seeks feedback, even when they know it may be uncomfortable to hear?
• Reflects honestly and openly on their own contribution to outcomes and apply the lessons?
• Helps others learn from experience by bringing a ‘no blame’ mindset?
• **Stretch behaviour: Creates a safe environment where people can feel comfortable not knowing all the answers.**

**Acts from a system’s mindset**
- Understands the inter-relationship between their area and the rest of the system and how each element contributes to patient/service user care.
- Understands how the culture and politics in different parts of the system work?
- Considers the different perspectives of all in the system and uses that insight to best meet service user needs?
- **Stretch behaviour: Balances the needs of different stakeholder groups, and takes the decisions which are best for the patient/service user/population of a place as a whole, even if it is not what is in the interest of their own area?**

**Finds new solutions**
- Brings diverse perspectives to challenge the status quo – and their own assumptions.
- Makes connections that aren’t obvious but that lead to new solutions.
- Makes complex issues simple by getting to the heart of the issue so that new solutions can be found.
- **Stretch behaviour: Fundamentally re-thinks how to deliver services in ways that enables the NHS to improve outcomes with limited resources.**

**Develops people**
- Understands and seeks to develop the strengths and development needs of a diverse range of individuals in their team?
- Spots potential, explores the career aspirations and shapes development activities to support people to achieve their goals?
- Identifies capability gaps in the team and seeks to close the gap?
- **Stretch behaviour: Challenges themselves and others to ensure diverse talent is being managed at all levels of the organisation?**

**Creates a culture of inclusion**
- Has a deep seated conviction that they can’t achieve their personal goals without creating an inclusive culture?
- Gives feedback in a non judgmental way to people who are not demonstrating inclusive behaviour?
- Creates an enabling environment in which it is easier for people to behave in an inclusive way?
- **Stretch behaviour: Initiates, enacts and champions creating a culture of inclusion across the system, outside of their own area.**