



Values Based Recruitment Process for NHS Board Executive Level Appointments



June 2018



**Healthier
Scotland**
Scottish
Government

CONTENTS

Section One Values Based Recruitment Overview

1. Introduction	3
2. Rationale & Aims	3
3. Principles	4
4. Outcomes	4
5. Conclusion	4

Section Two Process Paperwork

Appendix One	Process Overview	5
Appendix Two	Psychometric Feedback Report	11
Appendix Three	Scoring Guidance	15
Appendix Four	Executive Team Scoring Criteria	17
Appendix Five	Profession Specific Assessment	19
Appendix Six	Role Play Example & Scoring Criteria	20
Appendix Seven	Presentation Scoring Criteria	23
Appendix Eight	Competency Based Interview Scoring Criteria	24

Section One Values Based Recruitment Overview

1. Introduction

1. This paper outlines the principles of the values based approach that will be used by NHS Scotland, **from 1st June 2018**, to make all appointments at Chief Executive, Executive Director, Director and other next level immediate direct line reports to the Chief Executive. The term “Executive Team” will be used throughout this paper to cover these posts. NHS Boards are also encouraged to use values based recruitment for Consultant and senior professional or managerial appointments. The process can be viewed in appendix one.
2. The NHS Scotland [Everyone Matters: 2020 Workforce Vision](#) outlines our commitment to putting people at the centre of everything we do and to working to a common set of values to guide the work we do, the decisions we take and the way we treat each other. The values at the core of Scotland’s Health Service are: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork.
3. NHS boards currently use different recruiting methods for executive team appointments, often with the support of external recruitment agencies with no consistent references to NHS Scotland values and vision. There is a need for a values based recruitment approach within a single “Once for Scotland” methodology.
4. The [overview paper Executive Level Leadership and Talent Management in NHS Scotland](#) published in May 2017 provided a set of actions to address the Health and Social Care Delivery Plan’s priority of implementing a new approach to recruiting, retaining, developing and managing talent at the executive team level.
5. Some of those actions were about placing NHS Scotland values at the core of the approach taken to fill posts at executive team level; guaranteeing that progression to formal leadership roles would be underpinned by individuals’ commitment to these values which are needed to ensure our patients receive the best possible care and our staff are valued, treated well and can thrive and flourish in our organisations. This approach also underpins what was described in the [Everyone Matters: 2020 Workforce Vision Implementation Plan](#) - embedding these values in everything we do will help make our vision a reality, starting with our Executive Teams.
6. The approach also delivers on the commitment made by the Cabinet Secretary for Health and Sport to the Scottish Parliament’s Health and Sport Committee and is an integral part of Project Lift, a single team and digital platform supporting the development of leadership capability and capacity to transform health and care.

7. Delivered in the context of the [6 core leadership capabilities for health and social care](#) the approach will also ensure a pipeline of future executive leaders who not only have the competencies required, but live and breathe the values needed, to ensure our patients receive the best possible care and our staff are valued and treated well.

2. Rationale & Aims

8. Given the growing evidence base illustrating the positive outcomes from taking a values based approach to senior recruitments, NHS Scotland is moving to a system of values based executive team appointments, aligned to the six core leadership capabilities. A variety of values based recruitment systems have been tried and tested by a number of health boards for senior appointments over the years. This process is based on collective best practice, including the approach used by the NHS Golden Jubilee Foundation which has been externally reviewed and has proven to be a valid and reliable method for recruiting to critical posts. Moving to a values based process emphasises that recruitment is regarded as a cornerstone of NHS Scotland's workforce development and talent management strategy.
9. The aim of this appointment process is to ensure that the very best and most able people reach NHS Scotland boardrooms and that they work to ensure people working in and across our organisations can thrive and flourish such that they deliver the aims and expectations of the Delivery Plan. People who are valued and treated well improve patient care and overall performance.

3. Principles

10. From 1st June 2018 all vacancies for Chief Executive and executive team posts will be filled using the NHS Scotland Executive Team appointment process outlined in section 2 of this document.
11. It remains the responsibility of individual NHS Boards to carry out recruitment to their Executive cohort in their role as the employer. However, the appointment of an individual to the Board, as a full member of the board of governance, remains entirely a matter for Scottish Ministers. NHS Boards should therefore not imply or presume in any correspondence or advertising that employment in a post will ensure appointment to the Health Board.
12. Professional leadership will be provided by the NHS Scotland Director of Health Workforce and Strategic Change. Monitoring of the process and an evaluation will take place following each executive team appointment. A review of Executive Team appointments will also take place towards the end of 2018/19. This will provide assurance around the consistency of approach across NHS Scotland as well as a check on the impact of this new approach to senior level appointments.

13. In time, shortlists for each vacancy will seek to include a minimum of four appointable candidates who have been identified through Project Lift, www.projectlift.scot, the new national leadership development, talent management and succession planning process. As an exemplar employer, NHS Scotland is open to new people and also expects to attract, recruit and retain external applicants.

4. Outcomes

14. By following this process we will ensure that:
 - there is a 'Once for Scotland' approach to Chief Executive and Executive Team appointments in NHS Scotland;
 - NHS Scotland executive leaders live by, and demonstrate, our shared values;
 - NHS Scotland will be an exemplar employer that can attract, recruit and retain internal and external applicants; and
 - only the most talented applicants are appointed.

5. Conclusion

15. The process enables NHS Scotland to reinforce its organisational values and culture with new appointees and embeds the principle of NHS Scotland as a values based employer and allows us to recruit the best and most able leaders to NHS Scotland boardrooms.
16. In addition to professional, technical, leadership and management skills our new executives will be best placed to fulfil their responsibilities as members of boards of governance, making the fullest possible commitment to their local health and social care systems both regionally and nationally.

Section Two Process

Appendix One: Process Overview

The process is designed to appoint the best person for the job and as such goes beyond a standard interview. There are 5 core, mandatory elements of all Executive Team appointment rounds which include psychometric testing, profession specific assessment, role play, presentation and a values based competency based interview but there is room for flexibility around how each of these elements might be delivered. It is recommended that an Executive Team Fit exercise is also used as part of this process but this is not mandatory, this can be flexed to develop something of value for the role being advertised. This multi-faceted approach increases the likelihood of a successful values based effective appointment. The profession specific assessment is mandatory for all Consultant appointments.

Pre-interview

1. Psychometric tests measuring values and behaviour

Three psychometric tests have been developed and tested for executive team appointments:

- NEO-PI-R - a general personality questionnaire
- HDS - identifies behaviour under pressure
- MVPI - identifies motives, values and preferences.

These tests are interpreted by a suitably qualified occupational psychologist who provides both a detailed written report and verbal feedback about each candidates' results to the recruiting panel. The tests and feedback are aligned with NHS Scotland's values and the leadership competencies required for the roles. The feedback should also be used in conjunction with the feedback from the role play exercise and this will be fed into the competency based interview, highlighting specific areas to probe further. This report can also feed into personal development plans of successful candidates and provide feedback to unsuccessful candidates. An example blank feedback report is given in Appendix 2. Guidance for scoring candidates at each stage of the process can be viewed in Appendix 3. Boards should contact the Project Lift team for details on which supplier should be used for this element.

2. Assessment of Executive Team Fit (optional)

Each candidate's fit with the existing executive team is assessed to give an initial insight into their leadership and managerial competencies and skills. This is a 30 minute peer group assessment in the form of a meeting with the existing Executive Team. Questions should be role-specific. Example values based criteria are given in Appendix 4.

Assessing:	Executive Team
Observing:	HR Professional

3. Profession Specific Assessment

This selection method is used to assess each candidate's clinical or managerial competencies and training. It will also assess key capabilities in the person specification. The external panellist and key members of the panel, including the Chair, will take part in this assessment which is scored against NHS Scotland values. The assessment usually takes the form of a focussed interview. This exercise is observed and not scored by the wider panel. This step is mandatory for all Consultant appointments.

The score sheet has been attached at Appendix 5.

Assessing:	Nominated members from the recruiting panel including the Chair and the external assessor.
Observing:	HR Professional

4. Role Play Exercise

This exercise will take place on the day prior to the candidate's interview and has been designed to assess their values under pressure. In particular, how they work as part of a team, their respect for other team member's roles and responsibilities, and, their views of those that they engage with. It will be scored against all of the NHSScotland values, which have been aligned with the core competencies:

- Collaborating & Influencing
- Vision
- Self Leadership
- Motivating & Inspiring
- Empowering
- Creativity & Innovation

A true to life scenario will be prepared in advance with the support and input from the Interview Panel. Individuals agreed by the Interview Panel will role play the scenario with each of the candidates. Candidates will be given an outline of the scenario, a description of the role they should assume and the required action, 15-20 minutes in advance of the exercise.

The exercise will be observed by the panel who will score the candidate against all of the NHSScotland values and core competencies of the role. This part of the assessment will be overseen by the HR Professional. Feedback from both the psychometric tests and role play exercise for each candidate will be provided to the Interview Panel in advance of the final competency based interview. This will be in the form of a written report accompanied by verbal feedback by the HR professional

The score sheet and an example scenario have been attached at Appendix 6.

Assessing:	Recruiting panel
Taking part:	Role Play volunteers
Observing:	HR Professional

5. Presentation

Candidates will be asked to present on a role-specific subject to explore current issues of importance to the Board and/or NHS Scotland. This element assesses the candidate's degree of preparation and their vision, communication skills, creativity and innovation and values. The presentation can be to a multi-disciplinary audience including the recruiting panel or take place at the start of the values based competency interview followed by a question and answer session. Example scoring criteria is given in Appendix 7.

Assessing:	Recruiting panel
Observing:	HR Professional

6. Values Based Competency Interview

The final part of the assessment process is a Values Based Competency Interview. This approach to interviewing looks at the interviewee as a "whole person" and maximises opportunities for discovering both their strengths and areas for future development. The purpose of the interview is to gather enough information to make a fair and robust assessment of the candidate against the essential criteria for the role and NHSScotland values. Specifically, it is intended to test:

- vision
- self leadership;
- motivating and inspiring;
- empowering;
- collaborating and influencing; and,
- creativity and innovation.

The interview will also discuss points highlighted throughout the selection process which require further analysis, including the psychometric test results. A copy of the score sheet and themes for questions during the Values Based Competency Interview element are attached at Appendix 8.

Prior to starting the interview, the chair will offer each candidate the opportunity to review their experience through the earlier stages, pick up any issues they felt they had missed or to correct any misapprehensions they felt may have occurred.

After the final interview for all candidates, the Interview Panel will discuss the performance of each candidate supported by the evidence from each of the

elements. The Interview Panel will discuss and agree which candidates should be recommended as most appointable.

Assessing:	Recruiting panel
Observing:	HR Professional

7. Supporting the process

This structured assessment process requires professional HR leadership. The HR Professional will ensure the integrity of the assessment process and will co-ordinate and organise each stage and advise panel members of what is expected from them at each stage.

The assessment panel scores each candidate at each stage immediately after they have left the room. Timing should be built in at the end of each stage of the selection process to discuss how each candidate performed. A standard scoring system is used. At every stage there is the option to highlight any “red flags” that a panel member may have picked up that would strongly influence the suitability of a candidate. This could result in a decision not to progress the candidate or would require further exploration at the competency based interview. If the decision is taken to not progress the candidate any further after a red flag then the candidate will be informed of this by the HR Professional. Candidates will be made aware of this possibility prior to the assessment commencing.

Individual panel member scores should be collated at the end of each stage, either on paper or electronically.

Once all candidates have had their final interview, the panel will then discuss the performance of each candidate. The final scores will be made available to the panel at this stage and the panel will discuss and agree the appointment.

The information gathered through the process allows specific and robust feedback to be provided to each candidate and may assist unsuccessful candidates by identifying areas for development for future applications. For the successful candidate this feedback should be linked to personal development plans and talent management processes.

The appointment panel must be constituted with executive and non-executive Board Members and the appropriate professional director from the Scottish Government. A recruiting panel for Chief Executives should be chaired by the Chair of the appointing board, and by the Chief Executive for executive team appointments.

The Chair of the panel and the HR Professional will, ensure that all panel members;

- understand the principles and processes of the senior appointments selection process;
- understand the fundamental principles of values based recruitment;

- understand how to assess the applicant against the competency framework;
and
- understand the role of psychometric tests in the selection process.

Panellists must demonstrate NHS Scotland values throughout the process. The Chair and HR Professional will ensure that this is the case and that a consistent approach is maintained for every candidate throughout the selection process.

Appendix Two: Psychometric Test Report

Post: Chief Executive / Executive Director	Candidate: xxx
Assessor: xxx	Date: xxx

This report is designed as a guide to the appointments panel when selecting a candidate for the post of **Chief Executive** (as described in a Job Description and Person Specification). The information contained in this report is designed to be used in conjunction with a range of information from the appointments process, in particular the interview, to assist the selection panel in their decision making. Decisions about who to appoint may be guided by but should not be based solely on the content of this report. This candidate has completed three personality questionnaires (see below). The responses to the questionnaires have been reported as psychometric profiles and benchmarked against the UK general and working populations. This report describes how this candidate's personality traits are likely to help or hinder them in behaving in accordance with NHS Scotland and job expectations. Where the psychometric profiles raise specific questions, some recommended follow-up questions are provided for the interview panel. These questions should be used appropriately within the context of the wider interview questions posed by the panel. **Please note** that no information about the candidate other than the psychometric test data was provided to the assessor. The comments represent the professional judgement of the assessor based on the following sources of information:

- NEO-PI-R: a general personality questionnaire
- HDS: identifying behaviour under pressure
- MVPI: identifying motives, values and preferences (interests)

The data on which these questions are based are confidential and will be anonymised and held securely, in accordance with the Data Protection Act. This report is designed and written for the purposes of recruitment and, where required, any subsequent development for the individual.

Psychometric Observations		Profile	Limited Evidence	Some Evidence	Very Evident
VALUES	Dignity and respect		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Openness, honesty and integrity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Demonstrate care and compassion		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Quality and teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
----------------------	--------------------------	--------------------------	--------------------------

Key Strengths	
<p>Vision</p> <ul style="list-style-type: none"> • • <p>Self-leadership</p> <ul style="list-style-type: none"> • • <p>Motivating and Inspiring</p> <ul style="list-style-type: none"> • • 	<p>Empowering</p> <ul style="list-style-type: none"> • • <p>Collaborating and Influencing</p> <ul style="list-style-type: none"> • • <p>Creativity and Innovation</p> <ul style="list-style-type: none"> • •
Key Motivators	
Potential Risks/Derailers	

Competencies	Suggested Interview Questions
1. Vision	<ul style="list-style-type: none"> • •
2. Self-leadership	<ul style="list-style-type: none"> • •
3. Motivating and Inspiring	<ul style="list-style-type: none"> • •
4. Empowering	<ul style="list-style-type: none"> • •
5. Collaborating and Influencing	<ul style="list-style-type: none"> • •

6. Creativity and Innovation

-
-

Appendix Three: Scoring Guidance

This guides the panel on how they might score the evidence provided by applicants in relation the requirements sought for these roles. All markings used to draw up the shortlist and assess an applicant's suitability must be based on objective assessment of the evidence gathered and their suitability for appointment.

Evidence

Statements which are backed up by tangible facts (e.g. in what role the particular requirement was demonstrated, for how long, with what results, how often, for whom, where, when, what was involved, and so on) will, be treated as evidence for the purposes of assessing a candidate.

Not observed (N/O)
Where a competency/value is not observed or is only dealt with in passing. An example being providing a one sentence statement e.g. "I possess excellent communication skills" with no elaboration.
Score of 1: Doubtful
Where evidence indicates that the individual demonstrates few elements of the competency/value, indicating a strong development need; and where insufficient evidence or information is provided. Applicants may deal with the competency/value but provide either no firm evidence or examples, or they provide no depth to show how they applied it in practice e.g. "I have to organise meetings on a regular basis, and I would obviously not be able to do this without exceptional organisational and planning skills"
Score of 2: Good
Where evidence indicates that the individual demonstrates some elements of the competency/value, but may benefit from some development. Sufficient information is provided to give the panel a reasonable grasp of the applicant's competence/values; through relevant examples(s) or evidence which explain what actions they took and how they applied the competency/value, ideally with an indicator of success.

Score of 3: Very Good

Where evidence indicates that the individual demonstrates **most** aspects of the competency/value to a good level: some potential for development. Building on the above but with more breadth and depth to the information and evidence provided. The panel should be left in no doubt that the applicant possesses and uses the competency/value. There should be a quality to the evidence that shows variety in the application of the competency/value and some sophistication in their approach.

Score of 4: Outstanding

Where evidence indicates that the individual demonstrates **all** aspects of the competency/value to a consistently high level. As above but covering all aspects of the competency/value, along with more detailed example(s) that are very relevant and demonstrate real depth, breadth and sophistication in their approach.

Appendix Four: Executive Team Assessment Scoring

Candidate Name:	
-----------------	--

	Behavioural Indicators	Evidence	Score
1.	Demonstrates NHS Scotland values during the exercise		
2.	Demonstrates understanding and ability to deal with the wide spectrum of issues that face Executive Directors		
3.	Politically aware and astute. Focused on NHS Scotland Vision.		
4.	Demonstrates effective communication skills.		

5.	Encourages contributions from, and shows respect for all Executive Team members		
		TOTAL SCORE	

Signed:	
Date:	

Appendix Five: Profession Specific Assessment

Profession Specific Assessment Score sheet

Candidate:

Values	Scoring
1. Dignity & Respect	1 2 3 4 N/A
2. Care and Compassion	1 2 3 4 N/A
3. Quality & Teamwork	1 2 3 4 N/A
4. Openness, Honesty & Responsibility	1 2 3 4 N/A
Comments / Areas for development:	



Did any aspect of this exercise give you significant concern that you wish to red flag candidate?

Reason:

Signed:

Date:

Appendix Six: Role Play Exercise and Scoring Criteria

Role Play Scoring Sheet

Candidate:

Values	Scoring
Dignity and Respect <ul style="list-style-type: none"> Shows respect for all colleagues Communicates clearly, effectively and appropriately Is an effective listener who responds empathically 	N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4
Openness, Honesty and Responsibility <ul style="list-style-type: none"> Shows independence of thought Supports innovation with good robust governance Seek consensus but able to be decisive where necessary Completed the exercise on time 	N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4
Quality and Teamwork <ul style="list-style-type: none"> Understands needs of those using the services provided by the organisation Understands the importance of communicating appropriately with those in and engaging with the organisation(s) Ensures effective contribution of everyone in the scenario Treats all with dignity and respect 	N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4
Care and Compassion <ul style="list-style-type: none"> Quickly understood the [clinical] scenario and challenges Good [clinical] leadership in decision making Awareness of ethical/corporate/political issues Demonstrated a caring and compassionate approach 	N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4 N/O 1 2 3 4
Other comments:	



Did any aspect of this exercise give you significant concern that you wish to red flag the candidate?

Reason:

Signed:

Date:

Example Role Play Exercise

You have been operating as the Chief Executive of your Board for six months now. You have been emailed by your chair who has made allegations that they believe the Board are not receiving all relevant and important information about operational and financial performance. The email did not have any hard facts in it but you are annoyed by the allegation and the tone of the email.

Over the past six months you have formed the view that the Chair and Non-Executive Team want to be far more involved in Board business than would be expected of their roles. You have started changing the papers that go to the Board to include the relevant information that a Board should require and cut out a lot of information that you feel is not relevant. You are aware this has caused discontent but you feel you need to stand your ground on the point.

As a relatively new Chief Executive you have been keen to foster a positive relationship with the Chair which has not been forthcoming. You are aware that both of your leadership styles differ which could lead to ongoing disagreements.

You have called a meeting with the Chair and Deputy Chair to discuss the email and to have an open conversation about how things can move forward. What things need to change, how you want to work, challenges you see over the next 3-5 years and how you have been made to feel as a new Board CEO. You should involve both parties in the discussion.

This will not be an easy meeting and it is likely that you will be given excuses and your views not taken seriously. Throughout this exercise you must be mindful of NHS Scotland values.

At the end of this meeting you should agree what the next steps to resolve the situation are, timeframes for any solutions and ways to highlight difficulties moving forward. You should also be clear about your future expectations of the Board.

You will have 20 minutes to chair this meeting. When you enter the room the Chair and Deputy Chair will be sitting around a meeting table. There will also be individuals in the room who will be observing and scoring the exercise but who will not interact with the scenario.

Chair Brief

You are an experienced Chair who has overseen large change in your Board. You are a strong willed and opinionated person who has a tendency to dominate conversations and talk over others, no matter their role. You have not warmed to the new Chief Executive and believe they are looking for you to let them run the organisation without interfering which has not been your style in the past. You are accountable for the Board and therefore you want to know about everything that is going on, good and bad.

The new Chief Executive has amended the reports which go to Board every month to give less detail on operational and financial performance than you are used to. This does not allow you to examine the detail you believe your role requires. In many ways you are very experienced and have achieved a lot of success over the years. But recent changes in the direction of travel from the Scottish Government have left you feeling vulnerable. You don't have anyone to confide in and feel you have to appear strong for your Chief Executive Team and Non Executives. You are worried that expectations are changing for Chairs and you're not sure you can cope with them. You know you need to improve the working relationship with the new Chief Executive but struggle due to the fact they want to change the past way of working.

Deputy Chair Brief

You are a relatively in-experienced Deputy Chair who has been in role for two years. You are a normally quiet and reserved person who does not wish to hog the limelight. You prefer to work in the background getting the job done. Over the past two years you feel you have performed well and supported the Chair.

Your style is very different to the Chair. You are a bit in awe of them and find it difficult to disagree with any points they make. They are dynamic and strong and fill you with confidence even sometimes when you don't fully agree with what they are asking. You like the new Chief Executive and agree with the changes they are trying to make but are aware the Chair is struggling with this. You are uncomfortable discussing this with the Chair and want to support the CEO but do not wish to be disrespectful. You want to find common ground to help them get along better and ultimately allow for a better working relationship in the Board.

Assessor Brief

There are no right or wrong answers in this role play. You are scoring the performance of the CEO against NHS Scotland values, how they react to situations, how they adapt their own style and use emotional intelligence and reason to bring the role play to a satisfactory conclusion. You are not assessing the performance of the Chair or deputy Chair

Appendix Seven: Presentation Scoring Criteria

Presentation – Scoring Sheet

Candidate:

Values	Scoring
Dignity and Respect <ul style="list-style-type: none"> Did the candidate answer all the questions posed by the audience in an appropriate way and to a satisfactory level? 	1 2 3 4 N/A
Care and Compassion <ul style="list-style-type: none"> Did the candidate show independence of thought, innovation and the ability to be compassionate when necessary? 	1 2 3 4 N/A
Quality and Teamwork <ul style="list-style-type: none"> Was the presentation delivered in a high quality, clear, concise and confident manner? Did the candidate show leadership, team working and a good understanding of the corporate objectives/priorities? 	1 2 3 4 N/A 1 2 3 4 N/A
Openness, Honesty and Responsibility <ul style="list-style-type: none"> Did the candidate demonstrate understanding of the subject matter and address the questions set in the presentation topic and the development required? 	1 2 3 4 N/A
Any other comments / areas for development:	



Did any aspect of this exercise give you significant concern that you wish to red flag the candidate?

Reason:

Signed:

Date:

--	--	--

Appendix Eight: Values Based Competency Interview Scoring Criteria

Essential Criteria	Score	Evidence (assessed at interview & application form)
<p>Vision</p> <ul style="list-style-type: none"> • Seeing how best to make a difference • Thinking & Planning Strategically • Communicating and promoting ownership of the vision • Promoting a public sector ethos <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		
<p>Self Leadership</p> <ul style="list-style-type: none"> • Demonstrating exemplary leadership and improving our own leadership • Demonstrating and promoting resilience • Enabling intelligent risk taking • Challenge discrimination and inequality <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		
<p>Motivating & Inspiring</p> <ul style="list-style-type: none"> • Recognising and valuing contribution of others • Driving the creation of a learning and performance culture • Inspiring people by personal example <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		

<p>Empowering</p> <ul style="list-style-type: none"> • Enabling leadership at all levels • Driving a knowledge management culture • Promoting professional autonomy • Involving people in development and improvement <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		
<p>Collaborating and Influencing</p> <ul style="list-style-type: none"> • Leading partnership working • Influencing and engage people • Widening our sphere of influence • Understanding and valuing the perspective of others <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		
<p>Creativity and Innovation</p> <ul style="list-style-type: none"> • Seeing opportunities to do things differently • Promoting and supporting creativity and innovation • Leading and managing change <p>Care and compassion / Dignity and Respect / Openness, Honesty and Responsibility / Quality and Teamwork</p>		