Medical Leadership Competency Framework

The Framework describes the leadership competences doctors need to become more actively involved in the planning, delivery and transformation of health services.

The Framework is a pivotal tool which can be used to:

- Inform the design of training curricula and development programmes
- Highlight individual strengths and development areas through self assessment and structured feedback from colleagues
- Assist with personal development planning and career progression
Who is it for?

The Framework applies to all medical students and doctors. The manner in which the doctor demonstrates competence and ability will vary according to the career path chosen and the level of experience and training.

Three main career stages have been identified and used throughout the Framework:

- **Stage 1**: up to the end of undergraduate training
- **Stage 2**: up to the end of postgraduate training
- **Stage 3**: up to five years or equivalent post-specialist certification experience
Framework Development

Development of the Framework has been informed by:

- A review of literature
- Comparative analysis of leadership competency frameworks
- Analysis of specialty medical curricula
- Consultation with members of the medical and wider NHS community
- Semi-structured interview
- Project Steering Group
- Reference groups
- Focus groups
- Key documents eg. *Tomorrow’s Doctors*
Medical Leadership Competency Framework

www.institute.nhs.uk/mlcf
Framework Application

Application of the Framework will differ according to the career stage of the doctor and the type of role they fulfill. The following graphics demonstrate the emphasis that is likely to be given to the domains at each stage:

Undergraduate

Postgraduate

Post-Specialist Certification

Key
- has limited opportunities to show competence in all elements of the domain
- has greater opportunities to show competence in all elements of the domain
- has frequent opportunities to show competence in all elements of the domain.
Personal Qualities

Doctors showing effective leadership need to draw upon their values, strengths and abilities to deliver high standards of care.

**Self awareness:** being aware of their own values, principles, assumptions, and by being able to learn from experiences

**Self management:** organising and managing themselves while taking account of the needs and priorities of others

**Self development:** learning through participating in continuing professional development and from experience and feedback

**Acting with integrity:** behaving in an open and ethical manner
Working with Others

Doctors showing effective leadership by working with others in teams and networks to deliver and improve services.

**Developing networks:** working in partnership with colleagues within and across systems and improve services

**Building and maintaining relationships:** listening, supporting others, gaining trust and showing understanding

**Encouraging contribution:** creating an environment where others have the opportunity to contribute

**Working within teams:** to deliver and improve services.
Managing Services

Doctors showing effective leadership are focused on the success of the organisation(s) in which they work.

**Planning:** actively contributing to plans to achieve service goals

**Managing resources:** knowing that resources are available and using their influence to ensure that resources are used efficiently and safely

**Managing people:** providing direction, reviewing performance and motivating others

**Managing performance:** holding themselves and others accountable for service outcomes
Doctors showing effective leadership make a real difference to people’s health by delivering high quality services and by developing improvements to service.

**Ensuring patient safety:** assessing and managing risk to patients associated with service improvement.

**Critically evaluating:** being able to think analytically, conceptually and to identify where services can be improved.

**Encouraging innovation:** creating a climate of continuous service improvement.

**Facilitating transformation:** actively contributing to change processes that lead to improving healthcare.
Setting Direction

Doctors showing effective leadership contribute to the vision and aspirations of the organisation and act in a manner consistent with its values.

**Identifying the contexts for change:** being aware of the range of factors to be taken into account

**Applying knowledge and evidence:** gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements

**Making decisions:** integrating values with evidence to inform decisions

**Evaluating Impact:** measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions.
Contact Details

If you would like to know more about the Enhancing Engagement in Medical Leadership Project, or receive a full copy of the Framework, please visit our website at www.institute.nhs.uk/medicalleadership or email medicalleadership@institute.nhs.uk