

LEADERSHIP COMPETENCIES – MATRON

Behavioural Competencies		
Competency	Rationale	Examples of positive indicators
Values are consistent with those of the organisation	To contribute to success and growth of the organisation, for the overall health benefit of our local community	<ul style="list-style-type: none"> • Patient focused • Drive to achieve goals for the greater good of patients, partners and the public • Demonstrates empathy with needs of patients, relatives and colleagues • Drive for quality and improvement • Honesty and integrity • Respectful and respected • Empowering and collaborative • Role model to others across the organisation
Highly motivated to achieve benefits for patients	To deliver on-going improvements for patients, whether directly or indirectly	<ul style="list-style-type: none"> • Set high standards and challenging objectives • Strong advocate for patients • Innovative / receptive to new ideas • Visionary / able to inspire others • Energetic / enthusiastic • Determined / resilient • Removes obstacles • Resourceful • Demonstrates achievements • Challenges mediocrity and encourages creativity and innovation in others
Collaborative / facilitative	To bring together a wide range of groups and individuals, ensure plans are cohesive and win support for change	<ul style="list-style-type: none"> • Open, inclusive and democratic • Seeks out key stakeholders • Builds and works within strong networks • Highly visible • Achieves through engaging & empowering others

Behavioural Competencies (continued)

Competency	Rationale	Examples of positive indicators
Decisive	To make sound decisions based on best evidence, and within timescales required and to take calculated risks	<ul style="list-style-type: none"> • Able to analyse detail and see the big picture • Authoritative • Assertive • Able to prioritise • Delivers on time • Questioning/Clarifying skills • Able to move decisions forward even when there is not total consensus
Supportive and encouraging	To engage and inspire all in improving services for patients	<ul style="list-style-type: none"> • Empowers and develops others • Sensitive to needs of others • Challenges mediocrity and encourages creativity and innovation in others • Coaches, mentors, develop others • Role model to others • Demonstrates ability to develop and coach others to learn from experience (good and bad)
Personal accountability and responsibility	For the success or otherwise of their area of responsibility	<ul style="list-style-type: none"> • Commitment • Honesty • Integrity • Demonstrates ability to learn from experiences (good and bad)
Disciplined	For the success or otherwise of their area of responsibility	<ul style="list-style-type: none"> • Self aware (understands own behaviours, learns from them and is able to moderate and/or strengthen them) • Achievement focused • Manages time and resources effectively • Meets deadlines • Holds people to account for their performance

Technical Competencies

Competency	Rationale	Examples of positive indicators
Politically astute	To interpret health strategy and policy at national and local level To bring together individuals / groups with different interests, perspectives, needs and priorities to develop appropriate strategies to effect service change To operate in a complex environment	<ul style="list-style-type: none"> • Knowledge of national and local political environment • Identifies political players/influencers • Sensitive to interests, perspectives, needs and priorities of others • Skilled influencer • Strong networker
Strategically aware	Able to shape vision and strategy	<ul style="list-style-type: none"> • Health and social care context • Political environment • Clinical/professional issues within sphere of responsibility
Knowledge	Ensuring compliance with legal, regulatory, ethical issues, professional standards and NHS standards of management	<ul style="list-style-type: none"> • Understands compliance and regulatory framework requirements • Knowledge of current issues impacting on service • Horizon scans to increase knowledge of future issues impacting on service • Plans to update personal skills and knowledge and takes personal responsibility for CPD
Oral Communication	To articulate vision with compelling clarity and engage others effectively in a range of media	<ul style="list-style-type: none"> • Oral dexterity • Demonstrates listening skills • Demonstrates questioning and clarifying skills • Able to challenge constructively • Presents confidently • Is understood clearly by others • Good use of a range of presentation techniques • Effective powers of persuasion
Numeracy	Able to manage budget, workforce, assets Able to analyse and interpret management reports, statistical data (e.g. audit reports) etc	<ul style="list-style-type: none"> • Experience of financial and/or budget management • Ability to analyse statistical data

Technical Competencies (continued)

Competency	Rationale	Examples of positive indicators
Written Communication	Able to write coherent and concise management reports Able to absorb and interpret national/local strategy documents, reports etc	<ul style="list-style-type: none">• Experience of preparing and presenting detailed reports and analysis• Writes effectively
Technological Literacy	To enhance use of technology appropriately to improve performance and service to patients	<ul style="list-style-type: none">• Able to demonstrate effective use of IT in facilitating improved services• Able to demonstrate how IT can develop management information to drive forward organisational processes and outputs