

Leadership – Strategic Context

STRATEGIC CONTEXT (3.1)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of the needs of stakeholders. Practice reflects relevant local and national policy.	Demonstrates ability to incorporate relevant national policy to influence local strategy.	Demonstrates active participation in creating relevant national policies.
Suggested knowledge, experience, skills and behaviours	Demonstrates awareness of/responds to national consultations relevant to area of practice (through specialist group where appropriate).	Contributes to national consultations in area of practice (through specialist group where appropriate).	Leads and/or is sought for advice on national consultations in area of practice (through specialist group where appropriate).
	Demonstrates awareness and responds to local and national strategies.	Contributes (individually or in department) to development of local and national strategies.	Plays a major role in committees or working groups, developing national strategies.
	Demonstrates knowledge of national bodies and policy development.	Contributes to policies of national bodies under supervision.	Leads contribution and/or is sought for advice on policy development for national bodies.
	Demonstrates awareness and responds to the needs of stakeholders and policy makers.	Identifies changes in needs of stakeholders and policy makers.	Leads on strategies to meet needs of stakeholders
	Contributes to local implementation of new strategies or policies.	Leads on local implementation of local and national strategies or policies.	Leads on identification of need for new national strategies or policies and national implementation.
	Links to Management competencies - Implementing National Priorities (4.1) and Managing Change (4.8).		

Leadership – Governance

GOVERNANCE (3.2)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	<p>Demonstrates understanding of the pharmacy role in governance.</p> <p>Implements this appropriately within the workplace.</p>	<p>Influences the governance agenda for the team and/or service.</p>	<p>Shapes and contributes to the governance agenda at a higher level.</p>
Suggested knowledge, experience, skills and behaviours	<p>Participates in local governance policies and initiatives.</p>	<p>Contributes to, and is responsible for implementing local governance policies and initiatives.</p>	<p>Leads and/or is sought for advice on national governance issues.</p>
	<p>Ensures compliance with local policies in consultation with senior colleagues (e.g. superintendent, senior members of team).</p>	<p>Leads and supervises others to ensure compliance with local policies.</p>	<p>Influences national policy change to address governance issues (e.g. national incidence reporting, multi-centre trials)</p>
	<p>Knowledge of best practice and ethics to support good governance.</p>	<p>Implements best practice and ethics to support good governance.</p>	<p>Leads and/or is sought for advice on best practice and ethics to support good governance.</p>
	<p>Understands governance implications of work.</p> <p>Develops documentation to support governance under supervision (e.g. SOPs for reporting near misses, root cause analysis (RCA), NHSSLA, dispensing incidences, etc).</p>	<p>Understands wider governance implications of work.</p> <p>Responsible for developing documents to support governance (e.g. SOPs for reporting near misses, root cause analysis (RCA), NHSSLA, dispensing incidences, etc).</p>	<p>Initiates/influences/leads on improvement in governance practice or policy at a higher level (e.g. as a result of serious incidents).</p>
	<p>Identifies areas of risk and highlights to senior colleagues (e.g. superintendent, senior members of team)</p>	<p>Plans and implements changes in strategy/policy to address areas of risk</p>	<p>Leads on changes in strategy/policy to address areas of risk.</p>

GOVERNANCE (3.2)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
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Suggested knowledge, experience, skills and behaviours	<p>Reports incidents in consultation with senior colleagues.</p>	<p>Manages incidents as they occur.</p>	<p>Accountable for delivery of audit actions across the organisation/nationally.</p>
	<p>Carries out audits to address risk issues.</p>	<p>Initiates and/or oversees, and/or implements audits to address local risk issues.</p>	<p>Designs and implements audit tools to address risks in the wider community.</p>
	<p>Links to Management competencies Standards of Practice (4.3) and Managing Risk (4.4), and the Research and Evaluation curriculum.</p>		

Leadership – Vision

VISION (3.3)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates understanding of, and contributes to, the workplace vision.	Creates vision of future and translates this into clear directions for others.	Convinces others to share vision at a higher level
Suggested knowledge, experience, skills and behaviours	Understands department and corporate vision.	Contributes to and delivers department and corporate vision to wider community.	Leads and contributes to the organisation's strategic vision.
	Successfully encourages colleagues to participate in initiatives that contribute to a locally defined vision and purpose.	Successfully encourages colleagues to participate in initiatives that contribute to a wider vision or a wider team.	Creates and/or develops vision in line with multidisciplinary and/or multiagency team. Contributes to national vision in area of practice.
	Communicates vision to team.	Responsible for co-ordinating team, department, or division's activities to meet vision and purpose of team or organisation.	Responsible attaining vision and purpose of organisation at a higher level.
	Knowledge of leadership theories, characteristics, traits and models (e.g. RPS Leadership Competency Framework).	Experience of applying leadership theories, characteristics, traits and models in practice. Assimilating policies with the challenges faced in practice.	Supports others in appropriate use of leadership theories, characteristics, traits and models.
	Links to Leadership competency - Motivational (3.6). Links to Management competencies - Implementing National Priorities (4.1) and Strategic Planning (4.8).	Links to Leadership competency - Motivational (3.6). Links to Management competencies - Implementing National Priorities (4.1); Managing Change (4.7); and Strategic Planning (4.8).	

Leadership – Innovation

INNOVATION (3.4)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates ability to improve quality within limitations of service.	Recognises and implements innovation from the external environment.	Takes the lead to ensure innovation produces demonstrable improvement.
Suggested knowledge, experience, skills and behaviours	Implements service or quality improvement projects.	Draws up and implements service improvement projects linked to local and national innovation projects.	Identifies and initiates service improvement projects at a higher level, including nationally.
	Knowledge of local or national innovations.	Co-ordinates and reports on local, national or international innovations.	Initiates and contributes to local, national or international innovations. Develops innovative strategies for service improvements at a national level.
	Communicates innovative ideas to team.	Facilitates communication of innovative ideas within the team	Creates and initiates innovative ideas within the organisation.

Leadership – Service Development

SERVICE DEVELOPMENT (3.5)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Reviews last year's progress and develops clear plans to achieve results within priorities set by others.	Develops clear understanding of priorities and formulates practical short-term plans in line with workplace strategy.	Relates goals and actions to strategic aims of organisation and profession.
Suggested knowledge, experience, skills and behaviours	Meets objectives in light of previous year's progress.	Participates in planning cycles for priorities through strategic workplace or departmental groups.	Initiates and informs service development in line with strategic aims of organisation and profession.
	Knowledge of team's service development priorities, and manages others to achieve the aim.	Leads team to achieve service developments, including collaborative working with a multidisciplinary team where appropriate.	Critically evaluates service delivery and development in the light of national priorities.
	Demonstrates knowledge required to deliver local services (e.g. MURs, smoking cessation, public health, discharge support, adherence, post-take ward rounds, home TPN). (In community some of these require accreditation.)	Leads team to meet targets for services. Ensures workforce have training and support they need to provide service developments, including official requirements (e.g. accreditation for community services).	Initiates, plans, and evaluates services or service developments at a national level.
	Identifies service improvement opportunities locally.	Identifies service development opportunities.	Engages with service users at corporate level to identify service development opportunities and needs.
	Works collaboratively with immediate team on service development initiatives.	Works collaboratively with multidisciplinary team on service development initiatives.	Leads on collaborative working across multiagencies on service development initiatives.
	Links to Management curriculum.		

Leadership – Motivational

MOTIVATIONAL (3.6)	ADVANCED STAGE I	ADVANCED STAGE II	MASTERY
Developmental Descriptors	Demonstrates ability to motivate self to achieve goals.	Demonstrates ability to motivate individuals and/or the team.	Demonstrates ability to motivate individuals and/or teams at a higher level. May include more strategic motivational activities at local, institutional and national levels.
Suggested knowledge, experience, skills and behaviours	<p>Maintains appropriate portfolio of practice.</p> <p>Supports team in self appraisal.</p>	<p>Undertakes 360 degrees appraisal.</p> <p>Supports team in appraisal and self assessment.</p>	<p>Be a role model for the team, colleagues, and for the profession (e.g. demonstrating resilience; appropriate risk taking; intelligent humility; developing others)</p> <p>Links to Education and Training competency – Role Model (5.1).</p>
	Works with members of the pharmacy team.	Works with members of the multidisciplinary team.	<p>Works with members of multiagency teams.</p> <p>Demonstrates and/or builds resilience during times of hardship. Creates culture of resilience in team(s).</p>
	Motivates members of the pharmacy team.	Motivates members of the multidisciplinary team.	Motivates others in wider multidisciplinary and multiagency teams.
	<p>Knowledge of motivational skills.</p> <p>Motivates self to meets appraisal objectives.</p>	<p>Demonstrates motivational skills through productivity and team appraisals.</p> <p>Demonstrates motivational skills through effective management of difficult situations.</p>	<p>Creates an environment which promotes professional self-motivation (e.g. self motivates or initiates motivation).</p> <p>Motivates team using a range of motivational skills. (e.g. engaging team; developing team; rewarding workforce; feedback; valuing team).</p>

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Suggested knowledge, experience, skills and behaviours	Leading by example for service users, and colleagues.	Leading by example across teams. Keeps teams motivated through feedback	Leading by example across multidisciplinary teams and multiagencies.
<p style="text-align: center;">Links to Leadership competency – Vision (3.3). See Management competencies - Managing Performance (4.5) and Project Management (4.6).</p>			