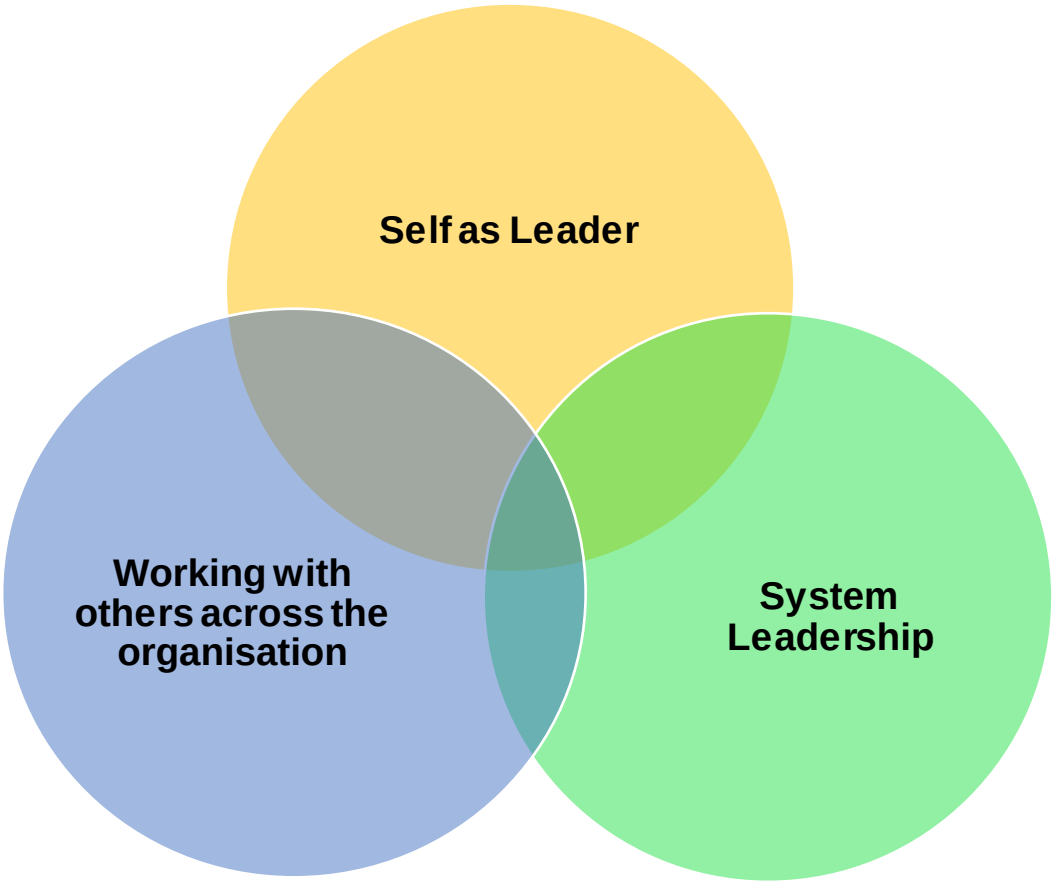
MAKING PEOPLE COUNT

FUTURE FOCUSED FINANCE

Finance Leaders – Key Characteristics



Introduction and about the framework

Introduction

We would like to welcome you to the Finance Leaders' Characteristics Framework. This framework has been developed in consultation with senior leaders from across the NHS (Chief Executives, Directors of Finance, Finance Skills Development Leads, and other senior leaders) for senior finance staff working within the NHS. The framework has been led by Future-Focused Finance, produced within the Great Place to Work action area.

Why this framework has been developed?

The role and leadership of the finance function in the public sector continues to be of critical importance.

We recognise that Directors of Finance and leaders within finance functions face a constant stream of varied challenges. They are required to work beyond the traditional core functions of finance as their finance and business acumen is recognised as key in driving value, leading transformational change and directing performance management. In addition, finance leaders have a critical input into effective corporate governance and building relationships to work in collaboration with many stakeholders across the local health and social care system, supporting the sustainability of the NHS and better health outcomes for the population.

The changes within their roles and functions mean that finance leaders are pivotal in providing leadership for their organisation but also across the system. Many of these responsibilities may not have previously been within what were the traditional roles of leaders of finance functions, but now have great importance, specifically those relating to system leadership.

To date there is not a description of the characteristics, personal qualities and attributes of this changing role, nor of what makes a 'great finance leader'.

Leadership behaviours affect the culture and the climate in which you, your colleagues and your teams work. The way you behave is crucial to patient and service users' experience of your organisation, the quality of care provided and the reputation of the organisation itself.

Whom is the framework aimed at?

The framework has been developed for Directors of Finance, Chief Finance Officers (from now both described as 'finance leaders') and those working in NHS finance who aspire to work at Director level in the NHS.

How is the framework structured?

The framework is made up of three clusters:

- **Self as leader** – The personal qualities, characteristics and attributes needed
- **Working with others in the organisation** (board members, teams, clinicians, departments, patients and partners)
- **System leadership** – leading system change and working with others outside of the organisation

There is a high-level description of what each of these clusters mean for you. These are then broken down further into nine dimensions. The research undertaken has shown that all nine dimensions are important for every finance leader to follow.

How to use this framework

It is envisaged that individuals, teams and organisations will use the framework.

The framework has been designed for a range of uses; the following are some examples of how it might be used:

- To describe the calibre required for future leaders of finance.
- To support organisations in their recruitment processes, for example in developing job descriptions and person specifications to help recruitment panels or in designing interview questions and scenarios for finance leaders.
- Those newly appointed to senior roles can use it to plan their development.
- To use as part of appraisals.
- To use as part of personal development planning: to support managers and individuals to have conversations about their future careers, progression conversations and to support identification and analysis of skills gaps.
- To allow individuals to self-assess their current characteristics and to look at how they can develop further.
- To assist providers of education and development by supporting the design of curricula and development programmes for finance staff.
- To support the development and identification of future talent and succession planning

The framework has not been developed to replace any of the current competency frameworks used in finance and leadership. The technical skills required to undertake the role are as crucial and of equal importance as the leadership qualities. We would recommend that you continue to use the relevant technical tools. We would not wish to make specific recommendations; below is an example of the more common frameworks. We would recommend that you use these along with this framework.

- CIMA/CGMA competency framework - http://www.cgma.org/Resources/Tools/Pages/cgma-competency-framework.aspx
- HFMA competency framework - https://www.hfma.org.uk/education-events/fsd-events/resources/personal-development/sub-child-page-1
- ACCA competency framework - http://competencyframework.accaglobal.com/
- There is also an NHS Leadership Academy healthcare leadership model which can be used for self-assessment and 360 degree feedback. This is a model of general leadership and not specific to finance: http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/

How do the Characteristics link to the 4 Strengths?

The 4 Strengths of:

- I'm a finance expert
- I'm a team player
- I drive value for patients and tax payers
- I make change happen

have been considered and mapped to the characteristics. We recommend that users are familiar with the 4 Strengths, which can be found here http://www.futurefocusedfinance.nhs.uk/blog/four-strengths-launched

What level is required?

No-one is expected to have expertise in all aspects. We have purposely not put in any specific levels required. We believe it is important that this is determined locally. Organisations across the NHS

have different local circumstances, and therefore the organisation and individuals will need to determine what they feel are the most important aspects specific to their needs, along with what is relevant to the current strength of the team, and what is required in the future.

The framework can be used to help newly appointed finance leaders to produce their personal development plans, helping to identify areas of development need within the three clusters and nine dimensions.

Self as Leader

Interpersonal Skills and Communication

- Creates and communicates the vision
- Communicates with clarity, conviction, enthusiasm, honesty, trust, openness, courage and integrity
- Has ability to enthuse
- Can translate controversial and complex messages to a diverse range of audiences

Drive, Integrity, Resilience and Respect for Others

- Consistently acts in a principled, open, honest, respectful and conscientous manner
- Is a role model
- Is resilient in thinking
- Is an enabler, helping to make things happen

Emotional Intelligence

- Consistently manages, regulates and recognises their own emotions
- Recognises the emotions of others
- Considers other peoples' feelings, cultures and diversity

Working with Others in the Organisation

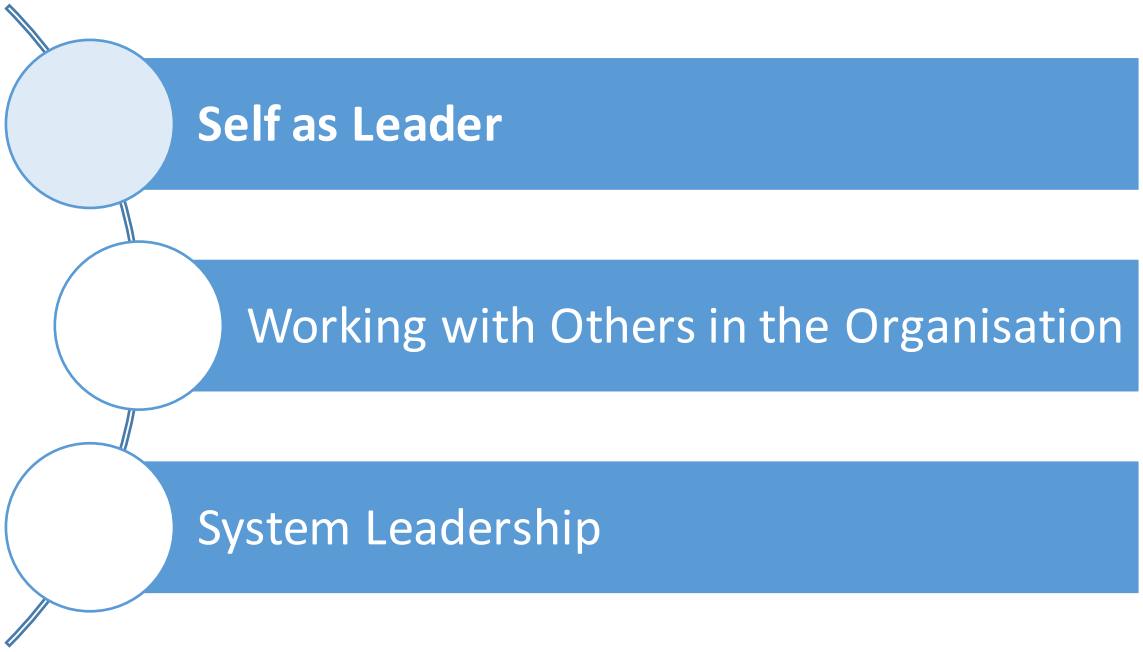
Leading Strategic Direction and Leading Change

- Demonstrates strategic vision
- Scans political context taking account of wider impacts
- Delivers organisation goals
- Leads transformational complex change across the organisation
- Flexible and able to adapt to changing circumstances

Leading Teams and People	• Demonstrates commitment to CPD for self and team • Leads and develops a shared purpose • Ensures the skills of the team meet the current and future needs of the organisation • Involves and values the contributions of team members • Leads a learning culture across the team
Influencing, Negotiation and Decision Making	• Effective in reaching agreement and consensus • Effective in decision-making, using objectivity, sound judgement and evidence based reasoning • Effectively builds and makes use of networks and partnerships • Leads and directs value in negotiations to achieve sustainable outcomes
Building Relationships	• Understands, anticipates and recognises other stakeholders' needs • Builds excellent business relationships • Looks for opportunities to engage others to improve patient experience and quality of care

System Leadership

System Leadership and Leading System Change	• Effectively provides leadership, vision, direction across the system • Leads complex system change • Leads and acts as a role model for innovation and creativity • Directs value to ensure sustainable and effective outcomes across the system
Building External Relationships	• Creates and maintains positive relationships with individuals and organisations across the system • Builds and maintains sustainable strategic alliances and effective partnerships • Builds supportive, responsive relationships with partners and stakeholders • Encourages collaboration


Self as Leader
Working with Others in the Organisation
System Leadership

Interpersonal skills and communication

What does this mean?

- Effectiveness in this area is creating and communicating a vision with clarity, conviction, enthusiasm, honesty, trust, openness, courage and integrity.
- Having the ability to enthuse, translate controversial and complex messages to a diverse range of audiences, ensuring they hear and understand the messages.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Act as role models for an environment that encourages open, effective expression of ideas and opinions.
Are approachable and attentive to others (patients, clinicians, teams & stakeholders) building trust and credibility.
Manage communication processes to ensure others have access to timely, high quality information, using the following: • **Active Listening skills:** Listen intently and carefully so that key points are recalled and taken into account, questioning when necessary to ensure understanding. • **Openness and transparency:** are frank and open when communicating. Willing to admit errors and shortcomings.
Manage and present complex issues clearly so different audiences and levels of staff understand the message.
Make a strong and positive impression on others, acting as a credible leader, role model and ambassador for the organisation and the wider system.

Drive, integrity, resilience and respect for others

What does this mean?

- Consistently acting in a principled, open, honest, respectful and conscientious manner. A role model who constructively challenges unacceptable behaviour.
- Effective role model demonstrating resilience, tenacity and optimism. Is resilient in thinking, optimistic, understands own and others' challenges and learns from these.
- Remains focused on achieving objectives in the face of adversity, resilience, competing demands and constraints or unforeseen problems.
- Manages conflicting demands arising from differing priorities, quickly re-focusing to ensure goals are achieved for the organisation and wider health and social care system.
- Leads and is effective in promoting a positive culture, which values its staff.

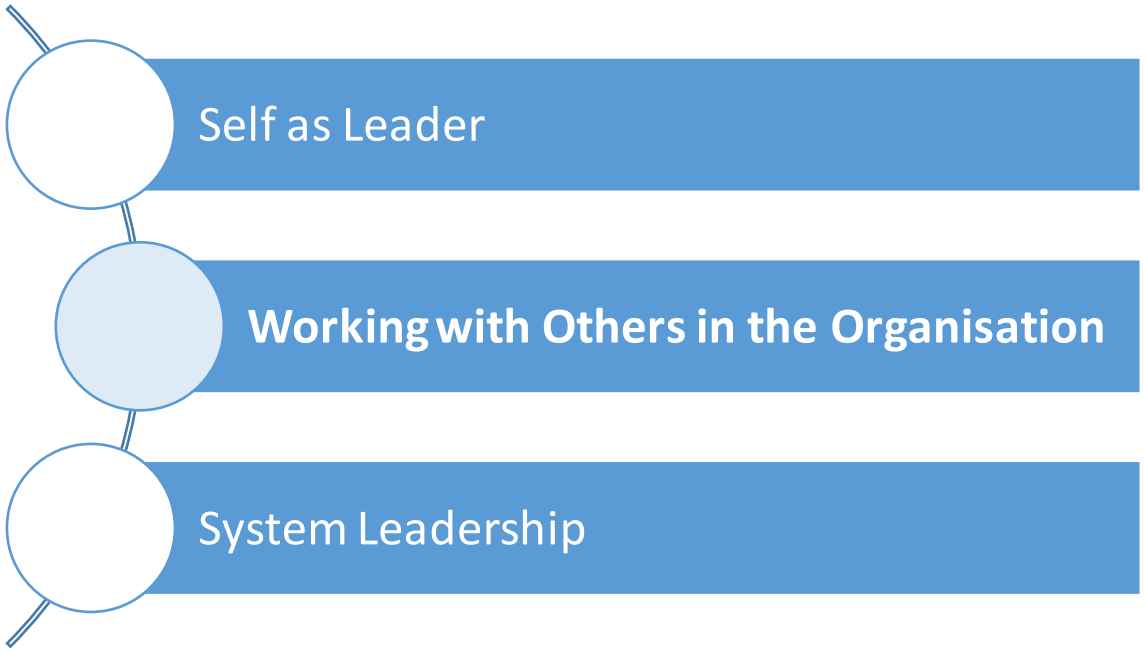
Effective Behaviours Those who are effective are likely to demonstrate the following:
Drive and tenacity, showing energy, vitality and commitment.
Resilience: Maintain composure, self-regulation and effectiveness in the face of adversity, setbacks, opposition or unfairness. Learn from adversity and maintain optimism.
Promote resilience and responsiveness in the organisation by being open and honest about challenges, complexities and the actions required to address these.
Clear, fair and effective decision-making styles, even when faced with making unpopular and complex decisions to ensure that population health needs are met.
Challenge attitudes, behaviours and decisions that seem inconsistent with the NHS constitution, values, behaviours and the professional codes of ethics or the law. Champion diversity.
Promote a culture that motivates and enthuses people. Acknowledge values and rewards commitment.
Take positive actions to make sure others are taking responsibility for their own emotional wellbeing and their teams.
Remain focused on achieving objectives in the face of adversity, resistance, competing demands, constraints or unforeseen problems.
Manage conflicting demands arising from differing priorities, quickly re-focusing to ensure the goals are achieved for the organisation and the wider health and social care system

Emotional intelligence

What does this mean?

- Consistently manages, regulates and recognises their own emotions (for example strengths, weaknesses, drives, beliefs, values and goals) and their impact on others.
- Recognises others' emotions and considers other peoples' feelings, different cultures and diversity when making complex decisions, building and maintaining relationships.

Effective Behaviours **T**hose who are effective are likely to demonstrate the following:
Understand the impact of own emotions on self and on others.
Encourage and help others to deal constructively with emotions, pressure and challenges in pursuing goals and outcomes for the population.
Recognise the feelings of others, dealing and relating to others using empathy and understanding without judgement
Do not hesitate in tackling difficult people issues in own team or across the wider organisation or system.
Actively promote and act as role models of networking and partnerships as a way of working across and beyond the organisation.


Self as Leader
Working with Others in the Organisation
System Leadership

Leading the strategic direction and leading change

What does this mean?

- Demonstrates strategic vision, scans the political context and takes account of the wider impacts to develop the long-term vision and strategies that maximise opportunities to add value.
- Delivers the organisation's goals, objectives, the wider populations' needs and health outcomes.
- Leads transformational, complex change not only across finance functions, but also across the organisation.
- Is flexible and able to adapt to changing circumstances, complex situations and working practices.
- Leads future changes, directing value, looking at innovative ways of doing things to ensure sustainability and best value for the population and the wider NHS.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Visible and credible figureheads for the Board and organisation, who lead and support the organisation's vision and direct value to enable efficient and effective delivery of care.
Direct, drive and communicate a compelling vision of the organisation and wider system's future.
Take account of the broader picture, the political, legal, economic and cultural context and sensitivities, and ensure managers, teams and individuals do the same.
Accessible, motivational and inspirational to others, holding others to account for delivering the change.
Promote a culture that encourages people to propose ways to improve existing practice and value, and puts processes in place for proposals to be heard and implemented.
Act as role models and encourage creative thinking, a positive attitude towards change and risk- taking.
Lead and direct value, champion sustainable change to achieve the desired results and efficiencies to sustain the NHS.

Leading teams and people

What does this mean?

- Demonstrates a strong focus on learning, continuous professional development for self, others, the organisation and beyond. Leading and developing teams so they have a shared purpose, values, accountability for their actions and give the best that they can.
- Develops others, using succession planning models, to ensure a diverse blend of capability and skills are identified, developed to meet current and future needs for the organisational and the NHS.
- Involving individuals, demonstrating that their contributions and ideas are valued and important for delivering outcomes and value.
- Leading a learning culture across their own team, other teams and departments within and beyond the organisation.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Inspire others using their enthusiasm and motivation.
Encourage others to take responsibility, accountability and ownership and hold them to account for their actions.
Champion and act as role models for personal development, CPD, diversity, talent and career management for all staff. Ensure learning is a reality by encouraging and providing a range of development experiences.
Encourage work-place based learning, ensuring colleagues take responsibility for their own learning and share learning to build organisational knowledge and capability.
Act as role models supporting and empowering people through coaching and mentoring and sharing of expertise and knowledge.
Approachable and attentive to others' needs and development to ensure capability and the development of talent.
A role model and effective coach and sounding board for senior people, Board colleagues, team members and stakeholders.
Create a common purpose to unite multi-disciplinary teams and to enable them to work seamlessly together to achieve outcomes and objectives.
Will challenge others and accept constructive challenge as a way of getting the best results for patients, colleagues, teams and the organisation.

Influencing, negotiation and decision making

What does this mean?

- Effectively persuades influences, negotiates, and listens to others, using reason and co-operation to reach agreement and consensus.
- Effective in decision-making, being objective; using sound judgement, creating evidence-based strategies, evaluating options, impacts, risks and solutions to direct value.
- Effectively builds and utilises relationships, networks and partnerships to build wide support for ideas and to develop consensus.
- Leads and directs value in negotiations to provide sustainable outcomes.
- A role model and ambassador for the organisation to gain reputational influence and credibility by sharing experiences and best practice.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Show an understanding of others, knowing what will motivate them towards suggested actions, and also what to give and what to hold back in influencing and negotiations.
Use personal and professional contacts to achieve influence across multi-disciplinary workforce, teams or organisations.
Regulate and manage their emotions for maximum influence during negotiations and decision-making.
Use influencing, negotiating and debating skills to direct value and achieve successful outcomes for the organisation and the system.
Swiftly analyse complex and ambiguous data to provide clarity of thinking for the organisation.
Involve the right stakeholders and partners in making recommendations or decisions and continue to engage them.
Identify and evaluate risks and options and develop organisation-wide strategies to manage complexity and mitigate risk, ensuring best value.
Make unpopular decisions and defend them at the highest level when required.
Manage effective corporate and system decision-making to ensure best value and outcomes.

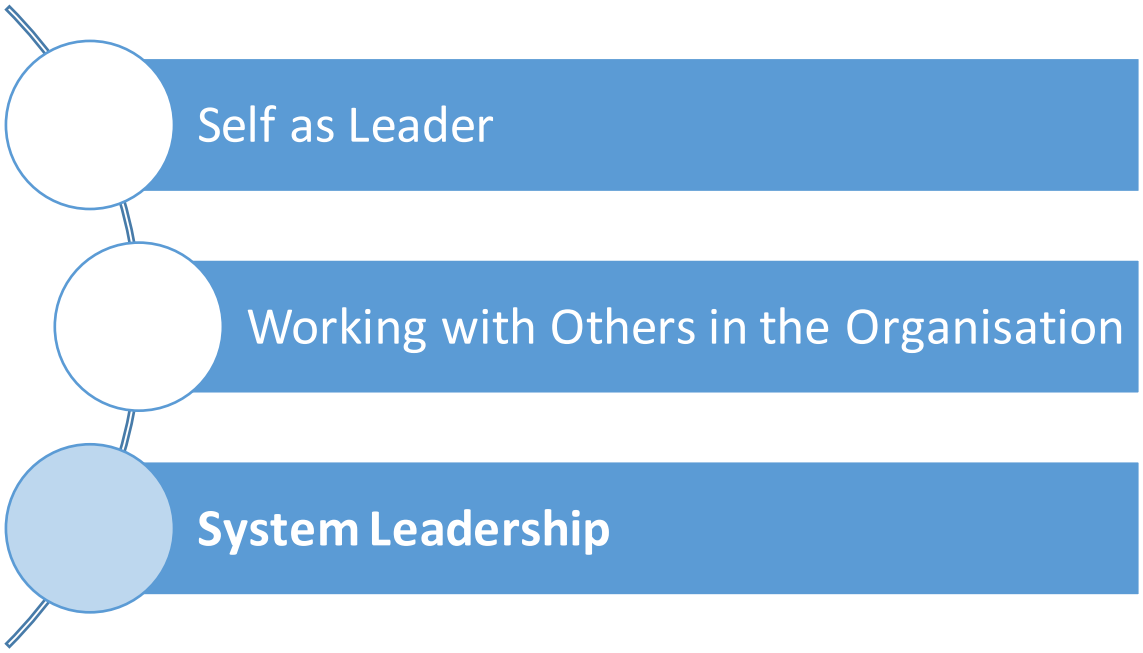
Building relationships

with patients (population), clinicians, teams, partners and others.

What does this mean?

- Understands, anticipates, and recognises different stakeholders', partners' and patients' needs both internally and externally. Responds effectively and delivers excellent business relationships.
- Looks for opportunities to engage others to improve patient experience, quality of care and maintains high quality relationships

Effective Behaviours Those who are effective are likely to demonstrate the following:
Work effectively with other executive and non-executive directors to bring together corporate leadership to direct value, and to improve governance, business relationships and outcomes at board level.
Drive a diverse and collaborative culture, which encourages transparency and openness in communications.
Engage and consults effectively with a diverse and multidisciplinary workforce.
Create networks and cross-functional teams, linking to patients, clinicians and managers to share information, direct value, improve effectiveness and achieve results, which add value to the patient experience and improve care and health outcomes.
Develop a network of external contacts from across the wider system.
Manage a complex range of stakeholders (multiple commissioners, providers, patients, clinicians, managers etc.) effectively.
Act as role models of effective leadership, influencing, and holding others to account for the achievement of outcomes relevant to population needs, organisational and system goals.


Self as Leader
Working with Others in the Organisation
System Leadership

System leadership and leading system change

What does this mean?

- Effectively provides leadership, vision, direction across the system (e.g. NHS providers and commissioners, Local Authorities, Health and Wellbeing Board, voluntary sector, housing, police etc.) working and extending their leadership, responsibility and authority across their usual boundaries.
- Leads complex system change, which inspires and motivates others to achieve the changes, goals, objectives for better health and wellbeing outcomes across the system working through partnership and collaboration.
- Leads and acts as a role model for innovation and creativity, directs value to ensure sustainable and effective outcomes.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Lead and inspire shared purpose across the system and challenge bureaucratic decision making and inefficiencies to ensure effective system changes.
Act as visible and credible figureheads across the system, who lead and support the system vision and changes to enable effective delivery of care and health outcomes required for the population.
Make a strong positive impression, have authority and credibility, establish and maintain rapport with multiple stakeholders in leading value, change and innovation.
Lead and create long-term vision for change, focused on adding value to the patient experience and sustaining lasting change across the system.
Take a broad overview and focus on wider system issues to ensure improved value and sustainable change.
Lead and champion joint governance and shared ownership, making complex decisions to ensure changes are achieved.
Lead innovative, creative and sustainable change in service-delivery, identifying gaps, duplication and overlaps in services to ensure improved quality in services and outcomes in health and wellbeing across a whole system pathway.
Take a broad overview and focus on wider system issues to ensure sustainable change.

Building external relationships

with partners and external stakeholders.

What does this mean?

- Effective in creating and maintaining positive, professional working relationships with a wide range of people and organisations across the system.
- Works effectively to build and maintain sustainable strategic alliances through the sharing of information, complex decision making and building supportive, responsive relationships with partners and stakeholders.
- Leads and delivers goals and objectives through creating an inclusive environment, encouraging collaboration and building effective partnerships to gain better health and wellbeing outcomes for the population.

Effective Behaviours Those who are effective are likely to demonstrate the following:
Lead, inspire and direct others across the organisation and the wider system.
Visible and credible figureheads across the system who lead and support the system to enable effectiveness and value within the delivery of care.
Make a strong positive impression, have authority and credibility, establish and maintain rapport and positive relationships with multiple stakeholders across the system.
Lead and create long-term relationships, which focus on adding value to the patient experience and making real, lasting change across the system.
Able to effectively manage the complexity of the different relationships with multiple stakeholders and across the system.
Effectively deal with the balance of corporate and system decision-making to ensure best value and the required outcomes.
Confidently challenge ways of working across cultures and across partners, organisations and the wider system.
Effectively deal with and manage adversarial relationships, finding solutions and compromises that achieve the outcomes required.