

# Leadership Ladder

## 'HOW TO USE' GUIDE



### Start at Level 1 of the Leadership Ladder

<https://nhsbt.pagetiger.com/LeadershipLadderHome>

Register to use the Ladder: Click on the Ladder link, select 'register', enter your NHSBT e-mail address and press submit. This will send an automated e-mail to you; this will go into your Outlook 'junk folder'. Click on the link in this e-mail to activate your account. Go back to the Leadership Ladder link, create a password and log-in; ensure you tick the 'remember me' box. Your device will then remember you when you log in next time.

What's the first step? >



## What's the first step?

1. The Effective Leader – for aspiring managers, supervisors, people managers and senior leaders
2. The Engaging Leader – for people managers and senior leaders
3. The Strategic Leader – for senior leaders

Read the 'home' section of the Ladder using the 'next' button at the bottom right hand side of the screen.

Open and consider the requirements within the 'Assessment Tool' for **Level 1**; there is an assessment tool guide to help you with this.

Arrange a one to one meeting with your line manager to discuss the 'Assessment Tool'; starting at **Level 1**.

During your one to one discussion (for discussing any level), consider the following:

- What does good look like? (consider your practical examples to achieve the behaviours expected in the Ladder).
- Are you able to demonstrate at least one practical example for each element?
- What do you currently demonstrate well? If you are unsure of any of the terminology used within the assessment tool, refer to the behavioural examples provided within the Leadership Ladder.
- Are your practical examples recent? Such as in the last 6-months. If they are older than this, consider if your skills could be refreshed or if they are still relevant.
- Are there any behaviours and/or skills that you currently do not demonstrate or could be even better at? Refer to the activities and resources within each element for support.
- How and when are you going to achieve each element?
- What do you see as being the barriers to achieving any aspect? How can these be removed; what support do you need?
- Create a 'learning and growth plan' to support your development and achievement of the Leadership Ladder. Refer to the PDPR materials for support with this at <https://peoplefirst.nhsbt.nhs.uk/pdp-induction-and-pdpr.htm>

- Agree regular one to one meetings (face to face or Skype) to informally review your progress towards your 'learning and growth plan'.
- As a new starter, complete the Leadership Ladder as appropriate to your job role within 12 months of your start date (**Level 1** must be successfully attained by the end of your probation; **Level 2** and/or **Level 3** to be completed within 12 months of your start date).
- For existing managers and leaders, you are required to complete the Leadership Ladder (level as appropriate to your job role) by 31st March 2021.

Hold regular one to one meetings (face to face or Skype) to informally review your progress towards your 'learning and growth plan'. Review the questions above to support with this.

Record your progression and completion of the Leadership within your annual PDPR.

Arrange a one to one meeting with your line manager to discuss the 'Assessment Tool' (starting at **Level 1**) when you are ready to be signed off as competent against each element.

Your line manager will complete the Reporting Tool <https://peoplefirst.nhsbt.nhs.uk/leadership-and-management-2.htm> upon agreed completion; this must be submitted following completion of **each** level.

Start the next level of the Ladder as requirement for your job role or as part of your career aspirations following the same approach as above.



## Authorising manager considerations:

- Refer to the 'effective one to one conversations' prompt available in the Leadership Ladder to support you in your approach and areas for consideration prior, during and after your one to one meetings.
- Review the Leadership Ladder and complete this yourself to the level of your job role or career aspirations.
- Consider the following:
  - Are you able to explain why our values, behaviours and Leadership Ladder is important?
  - What are the behaviours they demonstrate well?  
Start at level 1.
  - What are the behaviours that they could demonstrate even better?  
Provide practical examples of your expectations.
  - How are they going to achieve the behaviours across all elements?  
Start at level 1.
  - Are there any barriers to achieving the behaviours?
  - What support can you provide or signpost to for this?
  - When is a reasonable timeframe for completion?
  - Consider the 70:20:10 (<https://peoplefirst.nhsbt.nhs.uk/Developing%20People%20OWD.htm>) model of learning – this is not about attending courses. It is important to consider learning and the practical demonstration of skill and behaviour as a result.
- Consider attending 'coaching conversations' and/or 'manager as coach' for your own personal development. <https://peoplefirst.nhsbt.nhs.uk/leadership-and-management-2.htm>