The Midwifery Leadership Competency Framework has been derived from both the NHS Leadership Qualities Framework and the Clinical Leadership Competency Framework. It describes the leadership competences that Midwives need to demonstrate to become more actively involved in the planning, delivery and transformation of the health and social care services offered to women and families.

In many ways, the Midwifery Profession led the way in 2001 with the development of its own Leadership Model which has proved highly effective in providing a framework against which to develop leaders within the profession. It reflected the multiple roles of a Midwife as an advocate for women and families, a manager in the NHS and a leader of midwives.

The central core of the new Midwifery Leadership Competency Framework applies to everybody engaged in clinical practice. It is built on the concept of shared leadership – where leadership is not restricted to people who hold designated leadership roles, but where there is a shared sense of responsibility for the success of the organisation and its services. Acts of leadership can come from anyone in the organisation and should be focused on the achievement of the group rather than of an individual.

The two strategic domains that surround the core model will tend to apply to heads of service and professionals in general management roles but can also be used in an aspirational way to support the work we undertake to identify and develop future senior leaders for the profession. Their inclusion in the new Framework illustrates our commitment to develop career pathways that are relevant to the diverse populations within the profession.

The new Framework has been adapted within the midwifery model, in the examples it uses and the way in which competencies develop throughout a midwifery career. This makes it directly relevant to the context in which the Profession works to deliver a safe, high quality and women-focused service. With the increase in multi-disciplinary working and the development of shared leadership within the NHS, it is now entirely appropriate to align the Midwifery Leadership Competency Framework with the wider NHS Leadership and Clinical Leadership Framework.

The RCM has a critical part to play in supporting leadership development throughout the profession. We work in challenging times. Whilst governments and a wide range of NHS bodies have a key part to play in ensuring the highest quality of care, to a large extent quality services depend on the individual actions of our members whatever their roles and wherever they work. Midwives who are leaders will be more able to make a difference to the women and families for whom we care.
As you work through the book you will see that each of the leadership domains are numbered 1–7 and that each domain has four subsections. Domains 1–5 address core leadership skills. This approach highlights the roles of all practitioners in the provision of care, in planning and implementing care at the clinical level working directly with women and families through to the heads of service who apply the domain at a more strategic level.

Domains 6 and 7 address service leadership from a strategic approach and these two domains may be seen as more applicable to senior midwives. However, they will be valuable to all midwives in enabling them to explore practice from a strategic view and offer support to midwifery leaders.

You will find examples for practice included. As you read through, keep in mind what the domains mean for you in practice.

It is important to appreciate that these are quite general examples and that some student midwives may find that they are confident in some of the more complex issues if they have been exposed to them and some more experienced midwives may find there is a benefit in going back to review elements of practice from earlier in their careers.

The text boxes demonstrate how a midwife may develop their leadership skills and expertise as their career evolves. It can also be used to support your future leadership learning and development, that is, you can use the examples to plan how you might move forward. You might want to discuss development with your line manager and/or supervisor of midwives. You can record your own progress and develop an action plan for development and use this work to add to your professional portfolio or RCM i-folio www.rcm.org.uk/iFolio

You do not have to work through the book in numerical sequence. You may find that there is an area that is particularly pertinent to you, and as each of the domains stands alone you can start where it suits you best. However, we do recommend that you explore each of the domains.

At the back of the book you can find further information about leadership education and training and additional resources you may find useful.
Domain 1. Demonstrating Personal Qualities

Midwives showing effective leadership need to draw upon their values, strengths and abilities to deliver high standards of care. This requires Midwives to demonstrate competence in four areas:

Examples in Practice

- Taking on an increasing responsibility for delivering safe care
- Advocating, partnering and discussing choices in care with women to understand and respect their wishes
- Seeking opportunities to advocate for, and partner with women and families
- Understanding and demonstrating professional standards of behaviour
- Seeking feedback from tutors, mentors, colleagues and women to understand personal effectiveness
- Reflecting on current performance to capture learning and to identify future development actions
- Applying evidence based theory to practice and reflecting on the impact it makes
- Presenting and discussing their experiences of putting theory into practice ad seeking structured feedback
- Leading small group activities and measuring personal effectiveness
- Using placements to test and develop time management skills and techniques
- Managing course requirements to attendance, submission of work and sustaining quality of work
- Managing own independent learning and development
- Demonstrating reliability in meeting responsibilities and commitments in the provision of a safe service
- Participating in clinical case reviews and seeking feedback from team members on contribution made
- Providing support, advice and guidance to colleagues who face challenging professional judgements
- Challenging behaviours that are contrary to promoting choice, equality, diversity and safe practice
- Participating in multi-disciplinary training and development events and activities
- Seeking opportunities to learn from other professionals and receive feedback from them on performance
- Reviewing own practice against best-practice, evidence-based examples
- Exploring new ways of working in collaboration with Supervisors of Midwives and management
- Obtaining feedback from others to support personal reflection on areas of strength and development
- Taking part in learning opportunities that provide an insight into leadership style and preferences
- Liaising with colleagues in the planning and implementation of a service that meets the needs of women
- Reflecting on own practice to understand the impact of personal emotions on the ability to perform
- Ensuring that professional standards are reflected in management decisions and championed in action
- Identifying and challenging areas of poor practice, investigating and taking corrective action
- Seeking and acting on information which would lead to improved practices and services
- Reviewing own practice against best-practice, evidence-based examples
- Taking a leading role in educational programmes, action learning sets and mentoring activities
- Benchmarking service levels to identify and reinforce areas of strength and to address development needs
- Staying current and forward thinking in best practices in both care of women and service management
- Regularly seeking feedback to enhance reflective practice
- Seeking feedback from diverse solutions better to understand other's perception of your leadership style
- Using performance systems, questionnaires and behavioural measures to inform self awareness
- Balancing competing priorities between the needs of women and the Unit to deliver a valued, safe service
- Contributing to the development of systems which improve the standards of care offered to women
- Developing and implementing service improvement plans based on feedback from key stakeholders
- Deputising for the service head at organisational meetings to expand understanding of senior issues
1.1 Developing Self Awareness
Midwives show leadership through developing **self awareness**: being aware of their own values, principles and assumptions and by being able to learn from experiences. They:-

» Recognise and articulate their own values and principles, understanding how these may differ from those of other individuals and groups

» Identify their own strengths and limitations, the impact of their behaviour on others, and the effect of stress on their own behaviour

» Identify their own emotions and prejudices and understand how these can affect their judgment and behaviour

» Obtain, analyse and act on feedback from a variety of sources.

1.2 Managing Yourself
Midwives show leadership through managing **themselves**: organising and managing themselves while taking account of the needs and priorities of others. They:-

» Manage the impact of their emotions on their behaviour with consideration of the impact on others

» Are reliable in meeting their responsibilities and commitments to consistently high standards

» Ensure that their plans and actions are flexible, and take account of the needs and work patterns of others

» Plan their workload and activities to fulfil work requirements and commitments, without compromising their own health.

1.3 Continuing Professional Development
Midwives show leadership through **continuing personal development**: learning through participating in continuing professional development and from experience and feedback. They:-

» Actively seek opportunities and challenges for personal learning and development

» Acknowledge mistakes and treat them as learning opportunities

» Participate in continuing professional development activities

» Change their behaviour in the light of feedback and reflection.

1.4 Acting With Integrity
Midwives show leadership through acting **with integrity**: behaving in an open, honest and ethical manner. They:-

» Uphold personal and professional ethics and values, taking into account the values of the organisation and respecting the culture, beliefs and abilities of individuals

» Communicate effectively with individuals, appreciating their social, cultural, religious and ethnic backgrounds and their age, gender and abilities

» Value, respect and promote equality and diversity

» Take appropriate action if ethics and values are compromised.
Domain 2. Working With Others

Midwives show leadership by working with others in teams and networks to deliver and improve services. This requires Midwives to demonstrate competence in four areas:

Examples in Practice

- Taking part in group-based learning activities, sharing insights and information
- Seeking opportunities to participate in a service user group meeting
- Developing a network map to identify individuals with useful knowledge, influence and expertise
- Attending, observing and, where appropriate participating in multi-disciplinary team meetings
- Developing professional relationships with women and families during student placements
- Joining and seeking networking opportunities within diverse professional groups and events
- Reflecting with women and professional colleagues on the delivery of safe, women-centred care
- Actively seeking women’s perspectives by completing care studies and other user experience activities
- Encouraging others to participate in small group learning activities / action learning sets / group activities
- Adopting different roles during group learning activities – i.e. team leader, facilitator, technical leader
- Playing an active part in Midwifery teams when on placement, making a clear personal contribution
- Researching the roles, accountabilities and responsibilities of diverse members of local healthcare teams
- Participating, and where appropriate, leading multi-disciplinary team meetings to review clinical cases
- Engaging with women and stakeholders to seek views on the effectiveness of care and service delivery
- Liaising with the wider healthcare team and specialist groups to gain their perspective on care pathways
- Supporting students and peers as they develop their professional expertise and confidence
- Seeking opportunities to shadow other healthcare professionals to gain different perspectives
- Encouraging the participation of all staff within multi-disciplinary meetings
- Facilitating multi-disciplinary team meetings to ensure that all members are encouraged to contribute
- Inviting feedback from women, colleagues and stakeholder about potential areas for improvement
- Leading clinical case reviews and taking part in multi-agency case conferences
- Advocating for the views of women to be taken into consideration by the team in service planning
- Championing the purpose of the team and clarifying the roles and responsibilities of team members
- Leading meetings, bringing together women and families with the wider healthcare team
- Involving women and families in discussions about service delivery development and long term
- Actively networking with professionals outside of the local Midwifery area to widen perspectives
- Contributing fully to local and national forums, conferences, meetings or workshops about care delivery
- Engaging with and influencing key stakeholders including senior management and commissioners
- Acting as an advocate for women and families to ensure their needs are fully understood and addressed
- Leading multi-agency workgroups to drive collaboration and the sharing of best practice
- Creating both formal and informal opportunities to connect with members of the team to share views
- Acting as a mentor to less able professionals to allow them to develop their confidence and competence
- Managing and leading the Midwifery team, providing support and challenge as appropriate
- Creating a culture and a means for colleagues to raise issues of concern or suggestions for improvements
- Representing the Midwifery viewpoint as a member of the senior management team
- Leading a substantive multi-disciplinary project team – i.e. for service redesign
- Driving the performance, effectiveness and efficiency of clinical teams to deliver evidence-based, safe care
2.1 Developing Networks
Midwives show leadership by developing networks: working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services. They:-

» Identify opportunities where working with patients and colleagues in the clinical setting can bring added benefits
» Create opportunities to bring individuals and groups together to achieve goals
» Promote the sharing of information and resources
» Actively seek the views of others.

2.2 Building & Maintaining Relationships
Midwives show leadership by building and maintaining relationships: listening, supporting others, gaining trust and showing understanding. They:-

» Listen to others and recognise different perspectives
» Empathise and take into account the needs and feelings of others
» Communicate effectively with individuals and groups, and act as a positive role model
» Gain and maintain the trust and support of colleagues.

2.3 Encouraging Contribution
Midwives show leadership by encouraging contribution: creating an environment where others have the opportunity to contribute. They:-

» Provide encouragement, and the opportunity for people to engage in decision-making and to challenge constructively
» Respect, value and acknowledge the roles, contributions and expertise of others
» Employ strategies to manage conflict of interests and differences of opinion
» Keep the focus of contribution on delivering and improving services to patients.

2.4 Working Within Teams
Midwives show leadership by working within teams: to deliver and improve services. They:-

» Have a clear sense of their role, responsibilities and purpose within the team
» Adopt a team approach, acknowledging and appreciating efforts, contributions and compromises
» Recognise the common purpose of the team and respect team decisions
» Are willing to lead a team, involving the right people at the right time.
Midwives showing effective leadership are focused on the success of the organisation(s) in which they work. This requires that Midwives demonstrate competence in four areas:

- Asking questions within clinical placements and seeking understanding about how plans are formulated
- Sharing feedback from women, families and colleagues which will be useful in planning services
- Making an active contribution to service audits and other measurement systems
- Identifying how changes in resources can impact women and children, their care and safety
- Questioning and challenging the way in which resources are used
- Seeking opportunities to learn about Midwifery resource allocation, principles and practices
- Supporting and motivating other students on the Midwifery programme
- Taking personal responsibility for their designated role and accountabilities within the team
- Contributing to peer assessment and review processes
- Identifying and discussing how services and outcomes are impacted by both good and poor practice
- Participating in audit or assessment activities after critical event reviews
- Examining and critiquing the potential impact of their own actions and performance
- Participating in clinical audits and research to improve the planning and delivery of Midwifery services
- Accessing diverse information from inside and outside the Unit to inform plans for service improvement
- Contributing, as part of a management team, in a service review process
- Engaging in discussions about constraints faced in respect of resource allocation and service delivery
- Exploring how alternative resourcing models impact upon both women’s choice and safe practice
- Teaching and mentoring others, including students, other Midwives, support staff and other disciplines
- Delegating work to more junior staff and monitoring the resulting outcomes
- Supporting, assessing, appraising and challenging less experienced practitioners
- Developing greater understanding of people management policies and practices to manage performance
- Reviewing service delivery against agreed standards and taking action to address adverse results
- Seeking opportunities to discuss future service plans with stakeholders and commissioners
- Contributing with others to the development of women-centred business and service delivery plans
- Examining the way in which the organisation and profession responds to emerging health policy issues
- Initiating and collaborating in the planning of service improvement projects
- Working closely with the business manager to manage the budget for the service
- Reviewing current service delivery, identifying opportunities for reducing waste and improving efficiency
- Challenging areas where resources are not used efficiently and making suggestions for improvement
- Interpreting and implementing key people management processes for driving a high quality service
- Managing the performance of staff, providing support, guidance and supervision where appropriate
- Undertaking appraisals of team members and making recommendations for personal development
- Providing practice supervision to ensure practice is safe, equitable and evidence-based
- Using management information to monitor and evaluate service delivery against agreed standards
- Ensuring that individuals assume personal responsibility for meeting service delivery targets and plans
- Informing the dialogue with commissioners and other stakeholders about key performance standards
**3.1 Planning**
Midwives show leadership by **planning**: actively contributing to plans to achieve service goals. They:-

» Support plans for clinical services that are part of the strategy for the wider healthcare system
» Gather feedback from patients, service users and colleagues to help develop plans
» Contribute their expertise to planning processes
» Appraise options in terms of benefits and risks.

**3.2 Managing Resources**
Midwives show leadership by **managing resources**: knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs. They:-

» Accurately identify the appropriate type and level of resources required to deliver safe and effective services
» Ensure services are delivered within allocated resources
» Minimise waste
» Take action when resources are not being used efficiently and effectively.

**3.3 Managing People**
Midwives show leadership by **managing people**: providing direction, reviewing performance, motivating others, and promoting equality and diversity. They:-

» Provide guidance and direction for others using the skills of team members effectively
» Review the performance of the team members to ensure that planned service outcomes are met
» Support team members to develop their roles and responsibilities
» Support others to provide good patient care and better services.

**3.4 Managing Performance**
Midwives show leadership by **managing performance**: holding themselves and others accountable for service outcomes. They:-

» Analyse information from a range of sources about performance
» Take action to improve performance
» Take responsibility for tackling difficult issues
» Build learning from experience into future plans.
Domain 4. Improving Services

Midwives showing effective leadership make a real difference to people’s health by delivering high quality services and by developing improvements to services. This requires Midwives to demonstrate competence in four areas:-

- Undertaking, audits, risk assessments or clinical reviews to ensure the safety of women and families
- Identifying infection control policies and procedures while on midwifery placement
- Critically analysing significant events/ critical incidents to identify the effect of women’s outcomes
- Demonstrating safe practice within clinical and Midwifery guidelines
- Taking part in a service improvement project
- Identifying factors affecting the delivery of a particular service and making suggestions for improvements
- Seeking feedback from women while on Midwifery placement about ways of improving their experience
- Identifying and shadowing positive role models
- Using small group learning as an opportunity to challenge the status quo with peers and team members
- Providing feedback about teaching and learning experiences in order to improve Midwifery education
- Identifying successful change strategies and processes to understand what made them a success
- Recognising when change initiatives have not met their stated goal and reflecting on the reasons for this
- Taking part in clinical and/or other governance processes related to safety within the organisation
- Training others in safe working practices and the development of a culture that deliver safe practice
- Undertaking a risk assessment of Midwifery practice and standards of care
- Working as part of a team to develop Midwifery systems that are safe, reliable and that minimise risk
- Evaluating the outcome of changes made following audits and ensuring outcomes are positive
- Generating ideas for service improvements for discussion within multi-disciplinary teams and with women
- Working with managers, using proven improvement techniques, to develop service improvement ideas
- Using data from women and the Midwifery team to debate and question current systems and practices
- Taking part in multi-agency case conferences, audits and research activities
- Preparing recommendations for service change based on service user feedback for discussion by the team
- Testing the feasibility of proposed changes with women, colleagues and managers
- Constructing audit systems and tools to measure risk and practices to diagnose, quantify and manage risk
- Contributing to the development of clinical governance strategies and practices to meet agreed standards
- Developing strategies for promoting a safety culture within the service and the wider organisation
- Supporting less experienced colleagues to lead a service improvement project
- Working with colleagues and women to establish the best way of collecting and analysing feedback data
- Supporting colleagues to evaluate and audit the outcomes of healthcare improvement projects
- Ensuring that protocols, policies and guidelines are established and consistently followed within the Unit
- Creating and promoting opportunities for all stakeholders to discuss and debate ideas for improvement
- Systematically appraising and evolving current practice, systems and processes
- Setting challenging and stretching goals for service improvement and monitoring their achievement
- Reviewing service user satisfaction data to develop strategies for implementing innovations in care
- Providing support to less experienced colleagues and others who are affected by change
- Championing the benefits of change with colleagues and addressing their concerns and objections
- Implementing measurement systems to evaluate the effectiveness of change initiatives
4.1 Ensuring Patient Safety
Midwives show leadership by **ensuring patient safety**: assessing and managing the risk to patients associated with service developments, balancing economic considerations with the need for patient safety. They:

- Identify and quantify the risk to patients using information from a range of sources
- Use evidence, both positive and negative, to identify options
- Use systematic ways of assessing and minimising risk
- Monitor the effects and outcomes of change.

4.2 Critically Evaluating
Midwives show leadership by **critically evaluating**: being able to think analytically and conceptually, and to identify where services can be improved, working individually or as part of a team. They:

- Obtain and act on patient, carer and service user feedback and experiences
- Assess and analyse processes using up-to-date improvement methodologies
- Identify healthcare improvements and create solutions through collaborative working
- Appraise options, and plan and take action to implement and evaluate improvements.

4.3 Encouraging Improvement & Innovation
Midwives show leadership by **encouraging improvement and innovation**: creating a climate of continuous service improvement. They:

- Question the status quo
- Act as a positive role model for innovation
- Encourage dialogue and debate with a wide range of people
- Develop creative solutions to transform services and care.

4.4 Facilitating Transformation
Midwives show leadership by **facilitating transformation**: actively contributing to change processes that lead to improving healthcare. They:

- Model the change expected
- Articulate the need for change and its impact on people and services
- Promote changes leading to systems redesign
- Motivate and focus a group to accomplish change.
Midwives showing effective leadership contribute to the strategy and aspirations of the organisation and act in a manner consistent with its values. This requires Midwives to demonstrate competence in four areas:

- Learning about the healthcare system, NHS Policy, environment and structures
- Discussing the future of the NHS with experienced colleagues
- Attending local, regional and national professional events
- Researching appropriate sources of information to support learning
- Critically analysing key information and data to understand and apply evidence-based practice
- Taking part in multi-disciplinary meetings and listening to women’s experiences during clinical placements
- Identifying where decisions have taken account of changes in evidence and policy
- Seeking to understand how key decisions are made and how they impact the service
- Seeking opportunities to see how effective service changes have been
- Reviewing the effectiveness of alternative models of care following clinical placement
- Taking an active role in evaluating the effectiveness and impact of their Midwifery degree
- Taking part in meetings with key stakeholders within the local health community
- Modelling the professional standards demanded by clinical governance requirements
- Shadowing more senior leaders, managers and other influential stakeholders
- Seeking and interpreting diverse service performance data to effectively evaluate service quality
- Examining independent evidence from external sources to benchmark performance
- Ensuring that decisions about future service development are properly informed by appropriate evidence
- Contributing to relevant management decisions about workload and service effectiveness
- Using personal knowledge and insight to inform and understand the possible future impact of decisions
- Contributing to the evaluation of Midwifery services and the wider healthcare system
- Presenting the results of clinical audit and research to key stakeholders
- Taking part in organisational service review and planning with key stakeholders
- Undertaking analysis to systematically appraise the organisational environment
- Attending/contributing to conferences, workshops and events to keep informed of likely developments affecting the needs of women and families and future services
- Seeking opportunities to influence local/national policy to improve healthcare delivery
- Using audit outcomes to challenge current practice and develop consistent, safe care
- Delegating responsibility to colleagues to act as service leads and service innovators
- Changing and evaluating service delivery to respond to new evidence/emerging practice
- Determining planning and managing the competing priorities for resources in the service
- Helping others to interpret the future impact of decisions
- Taking responsibility for ensuring effective decision-making processes are in place
- Evaluating change options in terms of their impact on both women and the service
- Facilitating the introduction of new services, systems and processes
- Sharing and promoting good practice by effective communication to a wider audience
- Designing measurement systems that assess the effectiveness of clinical outcomes
5.1 Identifying the Contexts for Change
Midwives show leadership by identifying the contexts for change: being aware of the range of factors to be taken into account. They:
» Demonstrate awareness of the political, social, technical, economic, organisational and professional environment
» Understand and interpret relevant legislation and accountability frameworks
» Anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on health outcomes
» Develop and communicate aspirations.

5.2 Applying Knowledge & Evidence
Midwives show leadership by applying knowledge and evidence: gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements. They:
» Use appropriate methods to gather data and information
» Carry out analysis against an evidence-based criteria set
» Use information to challenge existing practices and processes
» Influence others to use knowledge and evidence to achieve best practice.

5.3 Making Decisions
Midwives show leadership by making decisions: using their values, and the evidence, to make good decisions. They:
» Participate in and contribute to organisational decision-making processes
» Act in a manner consistent with the values and priorities of their organisation and profession
» Educate and inform key people who influence and make decisions
» Contribute a clinical perspective to team, department, system and organisational decisions.

5.4 Evaluating Impact
Midwives show leadership by evaluating impact: measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions. They:
» Test and evaluate new service options
» Standardise and promote new approaches
» Overcome barriers to implementation
» Formally and informally disseminate good practice.
Effective leadership involves creating a compelling vision for the future, and communicating this within and across organisations. This requires that Midwives demonstrate competence in four areas:-

The Creating the Vision domain applies primarily to more senior members of the Midwifery profession in roles where there is a need to define and set the long-term direction of the service and then align people behind a compelling vision of the future.

Creating the vision for the service ensures that everyone knows where they are going and what they are trying to achieve. By bringing Midwifery professionals together the leader is able to challenge and stretch people beyond the day-to-day operational activity to set their sights on an ambitious and achievable future.

The domain challenges the Midwifery leader to develop the vision, influence others to buy into the future it portrays, communicate it with passion and energy and embody it in their own leadership. The domain should not, however, be seen as only relating to senior leadership – the profession requires leaders at every level and the ability to develop a local vision that aligns with the overall vision of the Service is crucial to the success of the profession and the satisfaction of the women and families it serves.
6.1 Developing the Vision for the Organisation

Those in senior positional leadership roles develop the vision for the organisation, looking to the future to determine the direction for the organisation. They:

» Actively engage with colleagues and key influencers, including patients and public, about the future of the organisation

» Broadly scan and analyse the full range of factors that will impact upon the organisation, to create likely scenarios for its future

» Create a vision which is bold, innovative and reflects the core values of the NHS

» Continuously ensure that the organisation’s vision is compatible with future developments within the wider healthcare system.

6.2 Influencing the Vision of the Wider Healthcare System

Those in senior positional leadership roles work with partners across organisations to influence the vision of the wider healthcare system. They:

» Seek opportunities to engage in debate about the future of health and care related services

» Work in partnership with others in the healthcare system to develop a shared vision

» Negotiate compromises in the interests of better patient services

» Influence key decision-makers who determine future government policy that impacts on the NHS and its services.

6.3 Communicating the Vision

Those in senior positional leadership roles communicate the vision and motivate others to work towards achieving it. They:

» Communicate their ideas and enthusiasm about the future of the organisation and its services confidently and in a way which engages and inspires others

» Express the vision clearly, unambiguously and vigorously

» Ensure that stakeholders within and beyond the immediate organisation are aware of the vision and any likely impact it may have on them

» Take time to build critical support for the vision and ensure it is shared and owned by those who will be communicating it.

6.4 Embodying the Vision

Those in senior positional leadership roles embody the vision by behaving in ways which are entirely consistent with the vision and values of the organisation. They:

» Act as a role model, behaving in a manner which reflects the values and principles inherent in the vision

» Demonstrate confidence, self belief, tenacity and integrity in pursuing the vision

» Challenge behaviours which are not consistent with the vision

» Identify symbols, rituals and routines within the organisation which are not consistent with the vision, and replace them with ones that are.
Domain 7. Delivering the Strategy

Effective leadership involves delivering the strategy by developing and agreeing strategic plans that place patient care at the heart of the service, and ensuring that these are translated into achievable operational plans. This requires that Midwives demonstrate competence in four areas:

The Delivering the Strategy domain applies primarily to more senior members of the Midwifery profession in roles where there is a need to define and set the long-term direction of the service and then create an organisation that is capable of delivering the strategy to the satisfaction of women, the Trust, the profession and the wider healthcare environment.

Delivering the Strategy demands that the Midwifery leader to bring together the six other domains into a compelling and sustainable plan which is then positively championed and driven.

The domain challenges the Midwifery leader to firstly frame the strategy within the context in which the service is delivered and then to develop, implement and embed the strategy into the operational activities within the service.

The domain will demand significant collaboration with other NHS leaders across the local healthcare system to ensure that there is appropriate organisational alignment.
7.1 Framing the Strategy
Those in senior positional leadership roles identify strategic options for the organisation and draw upon a wide range of information, knowledge and experience in order to frame the strategy. They:

» Take account of the culture, history and long term underlying issues for the organisation
» Use sound organisational theory to inform the development of strategy
» Identify best practice which can be applied to the organisation
» Identify strategic options which will deliver the organisation’s vision.

7.2 Developing the Strategy
Those in senior positional leadership roles engage with colleagues and key stakeholders to develop the organisation’s strategy. They:

» Engage with key individuals and groups to formulate strategic plans to meet the vision
» Strive to understand others’ agendas, motivations and drivers in order to develop strategy which is sustainable
» Create strategic plans which are challenging yet realistic and achievable
» Identify and mitigate uncertainties and risks associated with strategic choices.

7.3 Implementing the Strategy
Those in senior positional leadership roles are entrepreneurial in that they organise, manage and assume the risks of the organisation in order to implement the strategy. They:

» Ensure that strategic plans are translated into workable operational plans, identifying risks, critical success factors and evaluation measures
» Identify and strengthen organisational capabilities required to deliver the strategy
» Establish clear accountability for the delivery of all elements of the strategy, hold people to account and expect to be held to account themselves
» Respond quickly and decisively to developments which require a change in strategy.

7.4 Embedding the Strategy
Those in senior positional leadership roles embed the strategy, ensuring that strategic plans are achieved and sustained. They:

» Support and inspire others responsible for delivering strategic and operational plans, helping them to overcome obstacles and challenges, and to remain focused
» Create a consultative organisational culture to support delivery of the strategy and to drive strategic change within the wider healthcare system
» Establish a climate of transparency and trust where results are discussed openly
» Monitor and evaluate strategic outcomes, making adjustments to ensure sustainability of the strategy.
The Royal College of Midwives

The Royal College of Midwives (RCM) is committed to supporting midwives in their continuing professional development and has a history of delivering events and resources to support midwives in whatever their area of practice.

Leadership is a significant and important aspect of the role of all midwives and the RCM recognises the challenges in both time and resources in accessing appropriate education and training to support Leadership development.

The RCM aims to provide its members with access to resources and courses/workshops to meet the leadership development needs of midwives.

On-line resources

Further leadership resources can be found on RCM i-learn pages, a free resource for RCM members. The i-learn leadership module reflects the NHS Leadership Academy Leadership framework (LF) and suggests activities which will help to develop and hone midwives leadership skills. The i-learn resource is regularly reviewed and updated to ensure that it remains current and reflects changes in practice.

The RCM on-line electronic portfolio i-folio enables midwives to “capture” their learning and undertake reflections and keep them together in i-folio. www.rcm.org.uk/ilearn

www.rcm.org.uk/ifolio

Face to face courses

The RCM leadership pages provide links to the Leadership model and information on Leadership course www.rcm.org.uk/college/your-career/leadership/

The RCM Development Centre is a two day residential programme designed to
» Discover your own leadership capabilities
» Learn how to engage more effectively with others
» Enhance your personal impact
» Improve your profile and career prospects

The RCM Strategic Leadership Programme (SLP) is a three day residential course

» Designed to enable you to further develop skills in strategic exploration and organisational influencing.
» The SLP is pragmatic, tool based and focused on the strategic realities faced by maternity services

The RCM has designed and delivered bespoke leadership courses for midwives in the UK and overseas, we would be happy to discuss learning needs at local and commissioning board level to ensure that we deliver programmes to meet the needs of midwives.

Future Leadership Development with the RCM

The RCM understands the challenges for practitioners in accessing learning opportunities. We plan to develop additional on-line resources for midwives to provide a flexible approach to learning and these will be supported by on-line seminars.

The NHS Leadership Academy

The NHS Leadership Academy website contains a variety of tools and downloadable materials under the Develop Your Leadership Skills tab. The materials relate to the generic version of the Leadership Framework which has been adapted by the RCM to make it more relevant to the Midwifery profession.

You can access the NHS Leadership Academy website at www.leadershipacademy.nhs.uk
The Midwifery Leadership Competency Framework was created with the agreement of the NHS Leadership Academy from the Leadership Framework which was created, developed and is owned by the NHS Leadership Academy.


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