



Have you got the best clinical leaders? How do you know?

At the heart of Lord Darzi's Next Stage Review is the concept of 'fostering leadership for quality' and the emphasis for this has been on clinical leadership.

Leadership is not just about leading at the top of the organisations, but there are clearly roles where leadership is key, such as medical consultants, nurse leaders, leaders of AHPs services and Clinical Directors. Next time you recruit we can support you to assess leadership competence.

Dearden has built up expertise in rounded assessment for leadership positions, and offers the service for the appointment of clinicians into leadership positions, or for their development once appointed. The traditional selection process of an interview and meetings with colleagues could in no way be seen as a robust selection process, and some specialties have developed complementary selection criteria. We aim to build on that.

Dearden offer a comprehensive leadership competence assessment for development or recruitment as detailed overleaf...



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Personal qualities

Using the NHS Leadership Qualities Framework or the Medical Leadership Qualities, we offer a **competency interview**, supported by **psychometric assessment** that will explore the individuals' self awareness and behavioural characteristics. We explore, for instance, their ability to communicate, their empathy, their typical reaction to stressful situations and their preferred approach to dealing with performance issues with junior staff or colleagues. When assessing for development you may wish to include a **simulation exercise (written or using actors)** for maximum impact.

Leadership of change

Using a **simulation exercise**, triangulated with the **competency interview** and **psychometrics** we explore ability to set out the vision for change, motivate and influence others and to ensure that the required outcome is delivered.

Cultural fit

We will offer a view of the fit with the organisation, using the evidence from **exercises with stakeholders** designed specifically to address current issues in the organisation. We will use evidence from the **psychometric assessment** of the individual and the team with which they will be working to assess fit with the team.

Our report

We provide verbal and written feedback for the interview panel, with proposed questions to explore their leadership capability further. We are happy to provide interview training if required.

Feedback to candidates

This is a really important part of our service. Not only do we learn even more about the individual through a feedback discussion, we have found it to be very much valued by candidates.

A recent candidate commented:

'I have learnt a great deal from the whole shortlisting process about my style, strengths and development needs which has been great.'

And another: *'I really enjoyed the day and took away a great deal – confidence in my strengths and appreciation of areas that I need to work on. I think the relaxed, yet professional manner, created by Dearden helped to bring the best out of the participants including myself. The development report and in particular the competency dimension guidance is a valuable output that I will certainly get value from going forward.'*