



GIG
CYMRU
NHS
WALES

Addysg a Gwellu Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)



NHS WALES GENERAL MANAGEMENT GRADUATE PROGRAMME

SUCCESS PROFILE

ABOUT SUCCESS PROFILES



We will use **Success Profiles** to assess your application.



The NHS Wales General Management Graduate Programme will support the ambition that *'by 2030, leaders in the health and social care system will display collective and compassionate leadership'*. The programme will help to create the leadership culture required for our organisations to flourish, based on the seven behaviours supporting and leading in the Welsh public service and used as a framework on which to base our behavioural assessment for graduates.

Success Profiles take a holistic view of potential candidates assessing behaviours, strengths and abilities. This supports us in predicting what your performance in the role could be through the various recruitment stages to get an accurate view of your suitability for the role.

Before applying for the role, it is important that you have thoroughly reviewed the job and person specification to understand the key requirements, reflecting on your personal strengths and ways of working. Whilst work experience is desirable, it is not essential. Think about all activities you have experienced such as work experience, volunteering, university and hobbies.

BEHAVIOURS	STRENGTHS	ABILITY
Depending on the type of assessment, for example in the application or interview, you may be asked to provide examples of when you have demonstrated a behaviour. This may be at work or somewhere else such as work experience, group work at university, volunteering or in connection with a hobby. Alternatively, you may be asked how you would behave in a given situation, for example using a Situation Judgement test. You may also be asked to demonstrate behaviours in real time, for example in a structured behavioural assessment.	Assessing your strengths will help us to understand whether you, the organisation and job are a good fit by looking at what you enjoy doing, what you do well and how often. This will ensure you are likely to enjoy the role and perform well. There are three elements which determine whether something is a strength: • Performance: <i>you can perform an activity/behaviour to a high level of competency or proficiency</i> • Engagement: <i>you feel motivated, enthused and empowered when doing the activity</i> • Practise: <i>you do the activity regularly and as often as possible</i>	Assessing your ability will help us to understand your potential future performance and suitability for the type of work you may undertake. As a graduate trainee, you may have limited work experience, but we will be looking for examples of things you have previously achieved, including knowledge and understanding of NHS Wales and the expectations of working in this environment.

Assessments can include an application form, interview, assessment centre, situational strength test, psychometric test, personality test, group exercise, and written analysis/tests. NHS Wales strives to provide a diverse and inclusive workplace, and we want you to demonstrate your full potential; whatever type of assessment is being used. If you require any reasonable adjustments to our recruitment process, please let the recruiting manager know as soon as possible.

1) LEARNING & SELF-AWARENESS



BEHAVIOURS	STRENGTHS	ABILITY
- Evidences self-awareness and own strengths. - Makes accurate and objective assessment of own performance - Open to receiving feedback and acting on it to improve their own performance - Prioritises own development, recognising the need for continuous learning acting as a role model in pursuing this - Shows empathy in recognising emotions in self and others and is able to manage their responses appropriately.	Emotionally Intelligent You draw insight from your own emotions and those of others to demonstrate empathy. Authentic You are self-aware and true to yourself in all situations, even when under pressure. Learner You are inquisitive, you seek out new information and look for new ways to develop yourself and others.	- Able to identify and demonstrate own skills, knowledge and behaviour to inform development plan indicating their authentic desire to continually improve and grow. - Understands the broad benefits of giving and receiving feedback and how it promotes personal and professional development of self and others. - Believes they reflect on own work, seeking out new learning opportunities, encouraging feedback from defining and carrying out actions to close any gaps or development needs. - Demonstrates that they can draw on insight, able to identify strengths and gaps in skills and knowledge including how learning from mistakes could enhance future performance

Self-awareness #Seeks feedback #Emotional awareness #Develops Others

2) DRIVE & RESILIENCE



BEHAVIOURS	STRENGTHS	ABILITY
• Courageous in decision-making avoiding taking the easiest route. • Shows a willingness to take on new responsibilities and challenges and encourages others to do so. • Exercises self-control, models a positive attitude to problems and change • Draws on a range of learning, working with others to find practical solutions to challenges. • Able to remain focused in the face of change, yet flexible to include priorities as they shift.	Resilient You have inner composure, recover quickly from setbacks and learn from them, striving to achieve quality outcomes and excellence in everything you do. Courageous You are an innovator who tries new approaches and pushes yourself to work outside your comfort zone. Decisive You use your judgement and take a considered approach to situations and tasks when making decisions.	• Demonstrates focus on overall goals and not just specific tasks to meet priorities, presenting a positive behaviour enabling solutions to be found • Understands how to remain focused by identifying who, and what is required, setting clear goals whilst continually assessing progress • Demonstrates resilience when change occurs, able to take a step back and reflect on potential impacts. • Takes ownership of issues and problems to achieve outcome despite setbacks and / or able to identify when issues require escalation. • Displays confidence and is courageous when making difficult decisions even if they prove to be unpopular.

Organised #Focused #Resilient #Adaptable #Composed

3) CHAMPIONING INNOVATION & SUSTAINABILITY



BEHAVIOURS	STRENGTHS	ABILITY
- Shows openness to new ideas and concepts, methods and technologies; seeing the opportunities. - Actively challenges existing approaches and conventional wisdom, encouraging new ways of working - Champions relevant, logical and evidence-based changes and improvements - Displays mental agility and flexibility in adapting to new circumstances swiftly and confidently. Relishes trying-out new initiatives. - Makes appropriate changes to achieve required outcomes within available resources.	Improver You look for better ways of doing things and enjoy coming up with new and original ideas. Taking a positive approach to tackling problems and find ways to identify suitable solutions. Challenger You can bring a fresh perspective whatever the situation or context. You see other people's views and can appreciate there are many different angles to consider. Adaptable You can adapt to variations in work or environments, and your effectiveness isn't impacted by change. You are flexible and versatile and act as an advocate for change.	- Demonstrates a positive and open approach to understand potential changes, creating an environment where people feel safe to share new ideas and concepts to bring about change that improves. - Shows an eagerness and a fresh perspective to identify solutions by being flexible, acting as a positive role model to encourage people to adopt and adapt to changes. - Able to constructively challenge existing ways of doing things, using relevant, logical and evidence-based information to progress improvement ideas. - Understands how recommendations for new and innovative ways of doing things positively impacts service improvement.

#Innovative #Positive #Challenger #Open #Reformer

4) BUILDING COLLABORATION & PARTNERSHIP



BEHAVIOURS	STRENGTHS	ABILITY
- Communicates openly, showing a readiness to share information, which in turn builds credibility. - Initiates contact and relationships, demonstrating a keenness to collaborate and contribute with others. - Embraces diversity and inclusivity, respecting differences, encouraging contribution from others and making them feel valued. - Networks to build and foster new alliances and partnerships, recognising the differing agendas and encouraging new ways of thinking and working. - Is approachable generating trust and confidence in understanding others' issues working together to establish solution for all.	Relationship Builder You proactively create and maintain positive and professional working relationships with a wide range of stakeholders, identifying connections and bringing people together to develop mutual respect and trust. Inclusive You recognise everyone as an individual, accepting people for who they are and treating everyone fairly. Actively encourage and provide opportunities for others to share ideas and contribute. Mediator You provide stability and cohesion within teams, finding common ground and purpose through encouraging dialogues within and between teams. You enjoy collaborating with others to drive forward a shared goal.	- Understands the importance of being able to identify stakeholders, collaborating and consulting with them, showing a genuine interest when listening, valuing different ideas, views and ways of working. - Demonstrates that it is important to communicate clearly and concisely in a respectful manner whilst setting a clear purpose considering a diverse range of interests. - Offers support, mediation and input to help develop ideas and solutions that aid co-operation and working between a wide range of stakeholders and manages conflict effectively. - Recognises the need to be inclusive and fair, able to adapt own approach and style to encourage contributions and nurture relationships. - Believes that professional and positive engagement helps identify opportunities to collaborate including sharing knowledge, information and learning.

5) INFLUENCING & PERSONAL IMPACT



BEHAVIOURS	STRENGTHS	ABILITY
- Proactively and positively communicates with people in a way they can understand and relate to; uses appropriate channels and harnesses technology effectively. - Listens to others to understand concerns and empathises with them, showing appreciation in differences which may exist in personal and organisational values. - Is successful in winning over and gaining commitment from others. - Understands how they are perceived by others and where and why others may feel challenged by them. - Shows an effective blend of sensitivity and determination in negotiation, works to resolve conflict should it arise.	Influencer You influence others, articulate the rationale to gain agreement by communicating thoughts and ideas, verbally or in writing. You simplify complexity and adapt communication so others can understand. Negotiator You facilitate constructive discussions and enjoy getting all parties to reach an agreement. Motivator You are highly driven and inspire others to move things along and make things happen.	- Shows the ability to communicate in a clear, constructive, considerate and engaging manner, demonstrating positivity and enthusiasm towards work that encourages others to do the same. - Able to recognise own emotions and those of others, to able to identify and adapt to various stakeholder groups, guiding thinking and behaviour, taking the time to consider best methods for communication. - Demonstrates the ability to invite challenge and involve others in decision making to help build engagement and trust presenting robust recommendations, negotiating to reach suitable agreements for all parties. - Empowers individuals to do what they think is best whilst taking responsibility for their own and team's actions.

#Communicator #Influencer #Constructive #Negotiator #Perceptive

6) COLLECTIVE & COMPASSIONATE LEADERSHIP



BEHAVIOURS	STRENGTHS	ABILITY
- Creates a positive working environment demonstrating trust and empowering others to use initiative and take on responsibility. - Seeks to understand the motivations of others, devoting time to supporting and coaching others, giving clear and honest feedback, knowing when to support and when to step back. - Addresses poor performance promptly, firmly and constructively, treating mistakes as learning opportunities. - Celebrates success and generates positive expectations of what individuals and groups can achieve – enhances the self-belief and morale of others.	Enabler You see the potential in everybody and encourage them to learn, progress and develop. Team player You work well as part of a team and can effectively manage team dynamics to drive forward a shared goal. You take into consideration everyone's individual needs and creates a genuine team spirit. Role Model You set a positive example, embodying NHS Wales values by being compassionate through authentic and inclusive discussions, appreciating all points of view in order to understand before reacting or making decisions.	- Demonstrates a broad knowledge of different leadership styles understanding their relationship to increasing empowerment and trust. - Understands how team working can create a positive working environment, support co-production, encouraging change and aiding co-operation with and between teams in order to achieve results. This includes sharing best practice and lessons learned. - Demonstrates knowledge and awareness of organisational values, aspiring to be a role model for others and able to articulate links to personal behaviours. - Seeks to understand the motivations of others, helping to support and inform decision making to encourage team capacity and not just individual capacity to realise the potential development and progression in people / teams.

#Compassionate #Value-driven #Empowering #Co-producer #Role model

7) STRATEGIC ORIENTATION



BEHAVIOURS	STRENGTHS	ABILITY
• Thinks strategically and adopts a wide-ranging perspective. • Uses strong analytical ability to think through and evaluate the potential impacts of various factors e.g. social, environmental, political and economic. • Actively scans the horizon for developments e.g. in technology, science and research that may have implications and an impact on services. • Builds a positive vision with others and translates this into practical steps and goals. • Incorporates changing circumstances within the vision in a balanced way, being neither too rigid nor too easily blown off course.	Visionary You create and share a clear vision of the future able to communicate it clearly and concisely to a wide range of stakeholders. Strategic You look at the big picture and consider the wider factors and long-term implications of decisions. Analytical You seek and analyse information to inform decisions based on the best available evidence.	• Shows a broad understanding about how strategies can create value and how this can support, and impact wider objectives. • Demonstrates that they have a broad understanding about public services, eager to know more and keep up to date and alert to emerging issues and trends which may affect their work. • Demonstrates a keen interest to seek out and share experiences to develop knowledge in areas related to their work • Shows an awareness of external pressures, and any relevant risks, managing them appropriately in their decision making. • Displays enthusiasm around strategic goals, adopting a positive approach to all.

#Prospector #Analytical #Creator #Planner #Visionary