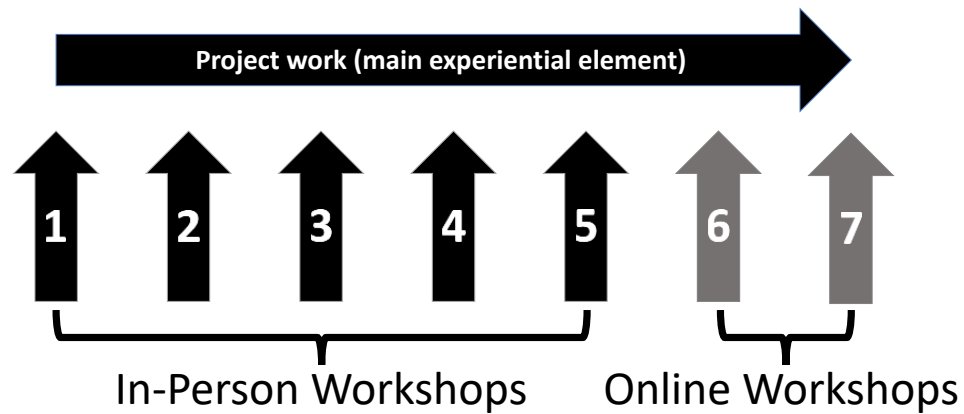


Supplementary Figure 1



Supplementary Figure 1: Next Generation Leaders Programme structure. Five workshops (black) were conducted in person, with two workshops (grey) moved online during the Covid-19 pandemic. The team project continued throughout the course, as a longitudinal experiential component.

Supplementary Table 1

Programme Methods and Content mapped to the Primary Colours Model	
Programme Methods	Primary Colours Task
Guest Speakers (Fireside Chats)	Inspire
Taught Content	Focus
Leadership Project Work	Enable, Reinforce, Learn
Programme Content	Primary Colours Domain
Leadership Theory	All domains
Medical Leadership	All domains
Building Better Teams: the fundamentals of team dynamics	Teamworking, Relationships
Stakeholder Analysis (Influence Mapping)	Creating Alignment
Building Sustainable Change	Planning and Organising
Conflict Styles	Relationships
Managing Conflict/Mediation	Relationships, Creating Alignment
Making Better Decisions	Planning and Organising
Influencing	Setting Strategic Direction, Creating Alignment
Negotiation	Creating Alignment, Teamworking, Relationships
Bullying and Harassment: how to recognise & manage it	Teamworking, Relationships
Healthcare Leadership, Innovation and Finance	Strategy, Planning and Organising, Delivering Results
Partnership Working	Delivering Results

Supplementary Table 1: Mapping of the programme methods and content to the primary colours model. Programme methods describe the overarching types of content within the programme. Programme content examines titled taught content of the programme.

Questionnaire Design

Primary Colour Questionnaire

The Primary Colours Questionnaire (PCQ) was developed based on Pendleton and Furnham's Primary Colours model [1]. The Primary Colours model is rooted in distributed leadership theory and consists of six leadership domains (from the overlap of strategic, interpersonal and operational domains) and five leadership tasks. During the development of the PCQ, descriptors for each of the domains and tasks were adapted into single-item questions and rated on a 10-point Likert scale, as shown in Supplementary Material 3.

The PCQ was reviewed for clarity by a leadership expert and a layperson and revised to increase question clarity and face validity. The questionnaire was then piloted in the first cohort of the Emerging Leaders Programme. Results from this pilot aligned with a multi-methods evaluation (to be published in a further paper). As there are no established questionnaires which evaluate the PCQ outcomes, it was not possible to assess criterion or concurrent validity.

The Medical Leadership Competency Framework Self-Assessment

The Medical Leadership Competency Framework Self-Assessment (MLCFQ) was developed alongside with MLCF and published by the NHS Leadership Academy [2]. This self-assessment tool was initially intended for individuals to reflect on which areas of the framework they should develop further. The original self-assessment used a traffic-light rating rather than a Likert scale. To increase the discriminative power of the self-assessment, we matched each question with a 7-point Likert scale, as shown in Supplementary Material 4.

References

- 1 Pendleton D, Furnham A. *Leadership : all you need to know*. Second edi. Basingstoke: : Palgrave Macmillan 2016.
- 2 NHS Leadership Academy. Medical Leadership Competency Framework: Self assessment tool. 2012.



Medical Leadership Competency Framework Self-Assessment

Page 1: Medical Leadership Competency Framework

Domain 1

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I reflect on how my own values and principles influence my behaviour and impact on others.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I seek feedback from others on my strengths and limitations and modify my behaviour accordingly.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I remain calm and focused under pressure.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I plan my workload and deliver on my commitments to consistently high standards demonstrating flexibility to service requirements.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I actively seek opportunities to learn and develop.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I apply my learning to practical work.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I act in an open, honest and inclusive manner - respecting other people's culture, beliefs and abilities.

	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I speak out when I see that ethics or values are being compromised.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2: Medical Leadership Competency Framework

Domain 2

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I identify opportunities where working collaboratively with others will bring added value to patient care.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I share information and resources across networks.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I communicate clearly and effectively with others.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I listen to and take into account the needs and feelings of others.

	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I actively seek contributions and views from others.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I am comfortable managing conflicts of interests or differences of opinion.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I put myself forward to lead teams, whilst always ensuring I involve the right people at the right time.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I acknowledge and appreciate the efforts of others within the team and respect the team's decision.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 3: Medical Leadership Competency Framework

Domain 3

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I use feedback from patients, service users and colleagues when developing plans.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I assess the available options in terms of benefits and risks.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I deliver safe and effective services within the allocated resource.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I take action when resources are not being used efficiently and effectively.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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I support team members in developing their roles and responsibilities.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I provide others with clear purpose and direction.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I analyse information from a range of sources about performance.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I take action to improve performance.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 4: Medical Leadership Competency Framework

Domain 4

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I take action when I notice shortfalls in patient safety.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I review practice to improve patient safety and minimise risk.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I use feedback from patients, carers and service users to contribute to improvements in service delivery.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I work with others to constructively evaluate our services.

	1	2	3	4	5	6	7
--	---	---	---	---	---	---	---

AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I put forward ideas to improve the quality of services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I encourage debate about new ideas with a wide range of people.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I articulate the need for change and its impact on people and services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I focus myself and motivate others to ensure change happens.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 5: Medical Leadership Competency Framework

Domain 5

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I identify the drivers of change (e.g. political, social, technical, economic, organisational, professional environment).

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I anticipate future challenges that will create the need for change and communicate these to others.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I use data and information to suggest improvements to services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I influence others to use knowledge and evidence to achieve best practice.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I consult with key people and groups when making decisions taking into account the values and priorities of the service.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I actively engage in formal and informal decision-making processes about the future of services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I take responsibility for embedding new approaches into working practices.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I evaluate the impact of changes on patients and service delivery.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BEFORE the programme



Page 6: Medical Leadership Competency Framework

Domain 6

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I actively engage with others (including patients and public) to determine the direction of the organisation.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I take into account the full range of factors that will impact upon the future of health and care services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I look for opportunities to engage in debate about the future of healthcare.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I influence key decision makers who determine future government policy that impacts the NHS and its services.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I communicate the vision with enthusiasm and clarity.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I take time to build critical support for the vision.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I show confidence, commitment and passion for the vision in my day to day actions.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I challenge behaviours, symbols & rituals which are not consistent with the vision.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 7: Medical Leadership Competency Framework

Domain 7

Please rate how strongly you agree or disagree with the following statements from 1=strongly disagree to 7=strongly agree

I draw on relevant thinking and best practice to inform strategy development.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I use an understanding of the history and culture of the organisation to create a realistic strategy.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I engage with a wide range of stakeholders when formulating strategic plans.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I mitigate uncertainties and risks associated with strategic choices.

	1	2	3	4	5	6	7
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AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I ensure strategic plans are translated into workable operational plans.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I establish clear accountabilities for delivery of all elements of the strategy.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I help others to overcome obstacles and challenges in delivering the strategy.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I monitor progress of the strategic outcomes and make adjustments where necessary.

	1	2	3	4	5	6	7
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Primary Colours Questionnaire

Page 1: Primary Colours Questionnaire: Domains of Leadership

Setting Strategic Direction

	How would you rate your knowledge of trust strategy? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Creating Alignment

	How would you rate your commitment to the trust's aims? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Building and sustaining relationships - Hospital Managers

	How would you rate your relationship with hospital managers ? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Building and sustaining relationships - Hospital Doctors

	How would you rate your relationship with hospital doctors ? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Team working

	How would you rate your ability to increase discretionary effort in a team? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Planning and organising

	How would you rate your ability to break down work into objectives and tasks? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Delivering Results

	How would you rate your ability to generate valid and measurable outputs for projects? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 2: Primary Colours Questionnaire: Tasks of Leadership

Inspire: *motivating people to buy in to change*

	How would you rate your ability to inspire others? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Focus: *knowing where to place effort for maximum benefit*

	How would you rate your ability to focus others? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Enable: *equipping people to handle the discretion they are given, and supporting their actions*

	How would you rate your ability to enable others? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Reinforce: *ensuring that good performance is rewarded, those who are struggling are helped, and persistent poor performance is appropriately addressed*

	How would you rate your ability to reinforce performance in others? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Learn: *showing commitment to learning and development, and fostering a learning environment*

	How would you rate your ability to help others learn? From 1 (very poor) to 10 (excellent)									
	1	2	3	4	5	6	7	8	9	10
AFTER the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BEFORE the programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>