

# Leadership Behaviours Framework





“Our new Leadership Behavioural Framework gives us a common language to use when demonstrating effective and compassionate leadership behaviours throughout the Trust and our communities.

It is designed to be accessible to all and role modelled every day. It acts as a touch stone, reminding us of our shared values and the importance of a consistent approach to leadership- while also giving us the freedom to lead in our own authentic way.

We are proud to share this next step in our leadership evolution and look forward to working with you to ensure we can achieve our ambition of being ‘outstanding every day’.”



Steve McManus,  
Chief Executive



Don Fairley,  
Chief People Officer



## Welcome to our Leadership Behavioural Framework

The privilege of leading in such an important area as healthcare and being aware of the impact we all can have as a leader rightly places an emphasis on the key capabilities and mind sets that are needed. The 8 behaviours that make up our Leadership Behavioural Framework provide a guide for our leaders - at all levels - to lead a culture of every day compassion and collaboration, where people feel included, valued and can thrive.

Here you will see what they look, sound and feel like in practice – and to gather the mind-set, motivation and engagement needed to lead yourself and others to excellent standards in all we do.

This Leadership Behavioural Framework is:

- Built around the CARE Values at its heart and via conversations and feedback from you
- Aligned to the National ‘Our Leadership Way’ - an agreement between leaders of the NHS about how those in leadership roles should behave in all their interactions with each other, their teams and wider groups of people in the NHS and all of our stakeholders.
- Rooted in the leadership principles of continuous quality improvement.
- Drawn from the ‘Civility Saves Lives’ NHS behavioural evidence base.





“Helping us to work together to deliver outstanding care for our community”

“ I recognise that we can always improve what we do – no matter our starting point. I acknowledge my limitations and actively learn from people at all levels of the Trust, seeking first to understand, then to be understood. I routinely go to ‘our people’ simply to see, listen and learn. ”

“ I build trust in relationships, break down silos and look beyond internal and external boundaries. I am courageous in challenging entrenched practice and injustice. I create the conditions for everyone to have a voice. I recognise that diverse thinking enables growth and improved decision making. ”

“ As a leader I demonstrate kindness and respect knowing that these behaviours lead to better outcomes. I actively encourage and support our people to propose and apply their ideas and views safely in an atmosphere of open collaboration. ”



“ I set high standards to deliver our strategy and then seek out and support great ideas from our people to help bring that to reality. I listen attentively to the experience of our patients and our people, supported by data, and use that to help inspire and motivate our people to pursue outstanding every day. ”

“ I am driven to achieve outstanding results and demonstrate resilience and tenacity when I face obstacles, difficulties or discouragement. I set myself goals and limit distractions. I have the self-belief and motivation to achieve the desired outcome. ”

“ As a leader I enable and create the conditions for teams and services to flourish by prioritising the improvement work we do, always using data to tell us where we will make the biggest difference. ”

“ I have a keen interest in how things work and a desire to learn and understand more. I allow solutions to emerge from our people rather than trying to impose them. I ask great questions and seek others’ views. ”

“ I am open-minded and actively seek out opportunities to help improve myself, others and our services. I adopt a willing, open and proactive approach to supporting our people, patients and stakeholders. ”

By consistently demonstrating these behaviours, underpinned by **our CARE values** at heart...

.....I will help foster a culture that strives for **improvements in Quality and Safety...**

...Creating the environment for everyone to work together to deliver **outstanding care for our community**

**BETTER EVERYDAY**

# Civility

As a leader I demonstrate kindness and respect knowing that these behaviours lead to better outcomes. I actively encourage and support our people to propose and apply their ideas and views safely in an atmosphere of open collaboration.

## Supporting Behavioural Examples and principles

I show empathy and compassion towards others and actively promote my team to do the same.

I am aware of the impact of trauma on the team and actively work to support them ensuring they are aware of the support available.

I challenge poor behaviours and support our people when they courageously speak up about poor behaviours they have witnessed or experienced.

I communicate proactively and honestly with my teams.

I am polite and respectful. I show empathy and introduce myself with #hello my name is.

## Behaviours to avoid and to challenge in others

I fail to recognise the balance between support and autonomy needed by individuals in my team.

I don't take effective action when behavioural expectations are not met.

I fail to understand the impact of my own emotions or behaviours on colleagues.

I raise my voice. I can be aggressive, at times belittling. I talk over others, I roll my eyes or I tut to show disapproval.

## Observable behaviours; What others will see, hear and feel

Uses emotional intelligence to evaluate and adapt personal style and acts sensitively, showing empathy towards others i.e. listening attentively.

Recognises and adapts to others' emotional wellbeing. Showing a keen interest through frequent interactions and check ins with others.

Clearly listens to others. Is observed to be actively recognising the value of others' contributions and ideas – celebrates success.

Respects and seeks out different points of view and values contributions.

Holds regular and meaningful 'wellbeing conversations' and continues to support individuals in an compassionate manor.

Care Value



Compassionate

# Humility

I recognise that we can always improve what we do – no matter our starting point. I acknowledge my limitations and actively learn from people at all levels of the Trust, seeking first to understand, then to be understood. I routinely go to 'our people' simply to see, listen and learn.

## Supporting Behavioural Examples and principles

I ask questions, to which I don't know the answer, in order to help me better understand the situation.

I seek feedback to help me understand my development.

I frequently visit my teams simply to see, listen and learn, thereby increasing my awareness.

I will always credit the work of others and take pride in their success.

I will take responsibility for my mistakes, and through reflection learn from them and share that learning with others.

## Behaviours to avoid and to challenge in others

I seek to impose my solutions on teams without having taken the time to fully understand the issue.

I fail to coach/mentor individuals or teams.

I believe that only I have the insight that is important.

I use my authority to belittle and undermine in order to get my own way.

## Observable behaviours; What others will see, hear and feel

Actively, takes time out to go 'back to the floor' to observe, listen and learn.

Proactively listens to understand, as opposed to listens to reply.

Finds the opportunity to say thank you to individuals and teams for a job well done.

Acts upon feedback provided by 360/appraisal/peers/staff survey to improve personally and professionally. Seeking out opportunities to ask 'how am I as a manager/leader?' or 'what could I do more of, less of' etc.

Admits mistakes and take ownership to rectify errors in process, procedure or decision making. Seeks out personal learning opportunities by asking an expert, mentor or coach.

Care Value



Compassionate

# Inclusive

I build trust in relationships, break down silos and look beyond internal and external boundaries. I am courageous in challenging entrenched practice and injustice. I create the conditions for everyone to have a voice. I recognise that diverse thinking enables growth and improved decision making.

## Supporting Behavioural Examples and principles

I empower our people to make improvements to the way care is delivered and the way services are run.

I promote equality, diversity and inclusion and seek diverse views when making decisions.

I work as part of a wider team and collaborate with colleagues to deliver the best outcomes.

I am ready to challenge deep-rooted, non-inclusive habits to ensure better outcomes.

I create a positive and open atmosphere, where everyone feels a sense of belonging.

## Behaviours to avoid and to challenge in others

I fail to listen and act upon concerns of others.

I am rigid in my approach and fail to adapt to the needs of others.

I fail to give positive, constructive feedback to others to support their growth and development.

I have unconscious bias which may exclude the contributions of others

## Observable behaviours; What others will see, hear and feel

Asks questions to focus on why the process has delivered the outcome (good or bad), not the individual.

Purposefully requests feedback to help understand own unconscious bias. Is seen to actively challenge own unconscious bias to reflect feedback received.

Asks the question “whose voices are we missing?” and seeks out those voices.

Proactively thinks about the inclusion related impacts of decisions and responds to them.

Sets inclusion related goals and objectives for their team.

Care Value



Aspirational

# Aspiring

I set high standards to deliver our strategy and then seek out and support great ideas from our people to help bring that to reality. I listen attentively to the experience of our patients and our people, supported by data, and use that to help inspire and motivate our people to pursue outstanding every day.

## Supporting Behavioural Examples and principles

I deliver high quality care and experiences to patients, service users and our people.

I am driven to achieve outstanding results and continue when faced with obstacles and difficulties.

I celebrate success and support our people to be the best we can be.

I take responsibility for my learning and development and strive to always be “better than yesterday”.

I create a vivid picture of future success that is emotionally compelling, using stories, metaphors and examples to bring the vision to life.

## Behaviours to avoid and to challenge in others

I rarely ask for feedback on my performance, restricting personal growth.

I withhold information and/or approaches to work, failing to see the benefits of sharing with the wider team or organisation.

I don't take pride in your development.

I focus on my own needs above others.

## Observable behaviours; What others will see, hear and feel

Holds regular engagement team meetings to provide a safe space for our people to share and generate ideas.

Uses story telling to bring our vision and values to life for the benefit of our patients and our people.

Role Models use of CQI tools and techniques to own teams, for example complex problem solving and Plan, Do, Say and Act (PDSA) techniques.

Encourages teams and colleagues to strive for significant improvement towards the strategic priorities.

Recognise and celebrates team and individual success.

Care Value



Aspirational

# Willing

I am open-minded and actively seek out opportunities to help improve myself, others and our services. I adopt a willing, open and proactive approach to supporting our people, patients and stakeholders.

## Supporting Behavioural Examples and principles

I use my initiative to resolve issues and deliver the best outcomes.

I work as part of a wider team and collaborate with colleagues to deliver the best outcomes for the future needs of the organisation.

I proactively utilise time, budget and resources.

I empower our people to make improvements to the way care is delivered and the way services are run.

I think outside of the box about how I respond to present and future challenges.

## Behaviours to avoid and to challenge in others

I dwell on the things that won't work as opposed to why it will.

I don't learn from other peoples successes.

I have ingrained habits that are unproductive and no longer fit for purpose.

I fail to look beyond the obvious, having a closed mindset to change.

## Observable behaviours; What others will see, hear and feel

Creates time and space for personal reflection including action learning / reflection learning logs.

Demonstrates a 'can do' approach and does not wait to be asked to help or provide support.

Actively facilitate meetings with Individuals/teams to encourage opportunities to improve services or departments.

Engage with team/patients/services to generate innovative ideas.

Actively challenges the status quo and questions decisions ensuring things are still fit for purpose.

Care Value



Resourceful

# Rigorous

As a leader I enable and create the conditions for teams and services to flourish by prioritising the improvement work we do, always using data to tell us where we will make the biggest difference.

## Supporting Behavioural Examples and principles

I use research and data to compare outcomes and trends to relevant benchmarks and use this to inform decisions.

I speak up when something is not right and encourage others to do the same.

I question poor practice and seek to understand the root causes to implement change.

I describe future changes in a way that's inspiring, and reassures our people and patients.

I do the things I say I am going to do.

## Behaviours to avoid and to challenge in others

I lack the visibility to foster strong teamwork at the expense of service delivery and patient safety.

I work in isolation and build plans without consultation.

I fail to see the benefits of working with wider partnerships in the system.

I fail to act on the results of the data.

## Observable behaviours; What others will see, hear and feel

Pro actively speaks up and acts upon improving poor or challenging behaviour, performance and/or services.

Draws upon data/evidence to inform decision making and engages teams in improvement activities.

Takes responsibility and acts upon the decisions they have made.

Has quality conversations during annual appraisals or 1-2-1s/ team meetings, to support individuals and teams to achieve their personal and professional goals.

Role models our CARE Values and quality standards, daily, weekly and monthly that support us to improve together.

Care Value



Resourceful

# Curiosity

I have a keen interest in how things work and a desire to learn and understand more. I allow solutions to emerge from our people rather than trying to impose them. I ask great questions and seek other's views.

## Supporting Behavioural Examples and principles

I encourage creative thinking and champion the innovation that leads to continuous improvement.

I look for new, improved ways of doing things and encourage ideas from the team.

I am not afraid to try new things.

I share information and learning, to collectively improve and replicate success.

I use evidence, best practice and research to inform my actions.

## Behaviours to avoid and to challenge in others

I blame others when things go wrong, at the expense of learning from mistakes.

I don't cope very well with uncertainty and stick to tried and tested methods.

I dismiss new ideas, before I even consider how they may work in practice.

I fail to value the contributions of ideas of others.

## Observable behaviours; What others will see, hear and feel

Asks probing questions and uses a coaching style approach to encourage Individuals and teams and to seek out solutions to problems.

Makes time to actively and effectively listen to teams. Is noticeably present in all interactions with patients, our people and stakeholders.

Creates a safe space that encourages our teams to discover their own answers. Role models use of supporting CQI tools e.g. A3 Tools and Thinking

Listen with curiosity. Actively demonstrates a genuine interest in what others are saying and doing.

Draws upon verbal and non-verbal communication to adapt style/approach.

Care Value



Excellent

# Determined

I am driven to achieve outstanding results and demonstrate resilience and tenacity when I face obstacles, difficulties or discouragement. I set myself goals and limit distractions. I have the self-belief and motivation to achieve the desired outcome.

## Supporting Behavioural Examples and principles

I am optimistic, ambitious, and I am not afraid to step out of my comfort zone when decision making, leading others and problem solving.

I expect high standards of myself and my team.

I use a growth mindset when looking towards the future, anticipating what comes next for the organisation and my team.

I set and review meaningful goals to keep myself and the team on track.

I seek opportunities, guidance and support to remain resilient.

## Behaviours to avoid and to challenge in others

I am derailed easily when situations are challenging.

I settled for mediocre outcomes.

I give up easily in times of adversity.

I fail to follow through with tough decisions.

## Observable behaviours; What others will see, hear and feel

Proactively seeks out (when needed) a Coach or Mentor, working together to create a personal leadership development plan.

Collaboratively sets personal, team and individuals goals, which support our Trust priorities.

Evaluates the root cause or drivers when plans don't deliver the desired outcomes/impact, with a view to make improvements.

Role models a positive and open mindset to harness the potential in individuals and teams.

Actively develops own leadership style, by seizing all learning opportunities and by growing self-awareness.

Care Value



Excellent

## The Leadership Behavioural Framework in Action

Over the coming weeks and months, you will see the Leadership Behavioural Framework integrated into our fundamental Trust offerings. This includes:

- Our Values in Action Appraisal which will reflect the Leadership CARE Values.
- A 360 degree feedback tool that helps you develop your Leadership Behaviours.
- The recruitment process for all leaders.
- The Trust Core Induction, where all new colleagues will be introduced to the framework.
- Integration into the Trust's Talent Management and Succession planning process.
- Incorporation into all Leadership and Management development programmes.
- Alignment to relevant Trust policies and procedures.

As you can see the Leadership Behavioural Framework is present in everything we do. You'll know that the standard we walk past is the standard we accept, and we invite all leaders to know and understand what is expected of them and to demonstrate that everyday.