

It Starts With Me

Leadership Behaviours For All



STEP up to GREAT



A message from our chief executive, Angela Hillery

I am proud of the vision our staff and patients have co-designed:

“creating high quality,
compassionate care
and wellbeing for all”

Our values of Compassion, Respect, Integrity and Trust are fundamental in helping us to deliver this. The way we behave – how we say things, how we treat each other – reflects these values. Regardless of our role, we are all leaders at LPT, and have a responsibility for how we contribute to making LPT a great place to work and deliver care.

We asked many of you to describe the leadership behaviours that would make the difference to your experience at work, and this framework represents what you told us was most important.

These behaviours set the standards of expectation we aspire to in our daily work. Meeting these standards and developing the capability to exceed them, will not only ensure that we continue to improve and respond flexibly to changing needs as an organisation, but will also help you fulfil your potential, both in terms of personal achievement and career advancement.

This framework is also intended to join up all elements of our people management, from job design to recruitment and selection, induction and ongoing professional development to appraisals, in order to ensure we are as consistent and effective as possible.

We will be supporting each other in the delivery of these leadership behaviours so we can all Step up to Great together.

Kind regards



Angela Hillery, Chief Executive

Our Vision

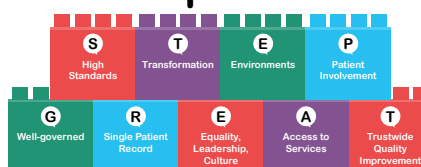
“creating high quality, compassionate
care and wellbeing for all”

Our Values



Our Strategy

STEP up to GREAT



Our Leadership Behaviours

In 2019 we started a journey to make improvements to our culture and make LPT a great place to work and receive care.

The Our Future Our Way programme enabled 92 members of staff to become Change Champions and explore what improvements we needed to make. In talking to staff, our Change Champions heard that how we do things at LPT, what we say and how we say it, how we treat each other and how we expect to be treated, is very important to us all. The clear need for improvement in this area has brought about the co-design of our LPT Leadership Behaviours. These are for all staff, as we are all leaders with a voice and responsibility to make a difference.

Co-designed by all for all

Our staff, patients and volunteers have all contributed to designing our leadership behaviours; you said what was important to you, your team, our organisation and the Leicester, Leicestershire and Rutland health and social care system. We are all working towards achieving our vision of 'creating high quality, compassionate care and wellbeing for all', and achieving our strategic priorities (our Step up to Great strategy), seeking to always demonstrate our embedded values of Compassion, Respect, Integrity and Trust. Our leadership behaviours will support us to achieve our vision and to take care of each other at the same time.

Our leadership behaviours are:



Valuing one another



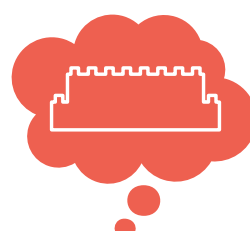
**Recognising and valuing
people's differences**



Working together



**Taking personal
responsibility**



**Always learning and
improving**

What does this mean for me?

We all want to come to work to make a difference. We want to work with supportive colleagues in a supportive organisation. Having our leadership behaviours in place will give us a framework to support each other with compassion and respect at all times. Each of us must remember that 'it starts with me'.

If I don't treat others well, I can't expect to be treated well; if I don't reflect on my behaviours, I can't expect others to do the same; and if I'm not happy to receive feedback on my own behaviours and don't feel comfortable enough to offer feedback to others, then nothing will change.

It is very important that we all demonstrate these behaviours to each other on a daily basis, and the behaviours will become a significant part of our selection and recruitment processes.

Our supervision and appraisal processes will also be underpinned by the leadership behaviours, and will focus on the constant practice of reflection for giving and receiving feedback. In this way, each of us will be clear about what is expected of us.

Our Change Champions listened and heard what was very important to you, and you will see your words reflected in the descriptions of each behaviour on the pages that follow.



Themes, Descriptors and Indicators

Themes

We sorted your feedback into '**Themes**' which gave us our five leadership behaviours. These are the behaviours you told us need to be in place for us to Step up to Great, and to make LPT a great place to work and receive care.

“Recognising and valuing people’s differences”

Descriptors

The '**Descriptors**' which go with each theme were suggested by our staff, volunteers and patients. They are the definitions that further explain the meaning of the theme.

“We respect everyone equally by helping to create a community that demonstrates unconditional positive attitudes, where people feel they belong, are valued, empowered and proud to work here”

Indicators

'**Indicators**' are your examples of what each behaviour looks like in practice. Our co-design process has enabled everyone to contribute to these, and as you read through this booklet, you may recognise some of the wording as it is taken directly from what staff told us. These indicators are measures of how we can demonstrate our leadership behaviours on a day to day basis. They show how we can also support each other, and how we should provide and receive feedback when people aren't demonstrating the positive behaviours.

“Accepting and valuing cultural diversity and an individual’s uniqueness”

Expectations

In order to make LPT a great place to work and receive care, we expect all staff to demonstrate these positive behaviours at all times.

We are all leaders, whether that be within our role, in our team, within the organisation and beyond in the wider health and care system, so it is important that we role model these behaviours at all times. Your supervision and appraisal sessions are opportunities to learn and reflect, consider feedback and give feedback so that you can learn about yourself, your personal behaviours and their impact on others.

We also need to be supportive of others who are not demonstrating our behaviours at all times. We need to ask them if they are ok, if they need help and support and, in a compassionate and respectful manner, offer feedback. In this way we will hold each other to account. Our feedback framework will help you to do this, even if you have never done it before. We are all working together to Step up to Great, to achieve our vision for each other and our patients, with the same aim of enjoying our work and making a difference, showing civility towards each other.



Where do we want to be?

“creating high quality, compassionate care and wellbeing for all”

Our Vision

What is important to us?



Our Values and Behaviours



How are we going to get there?

STEP up to GREAT



Our Strategy



Valuing one another

We communicate with kindness and respect, valuing everyone's contribution.



When I demonstrate this behaviour it looks like:

- ✓ Being civil to each other
- ✓ Being equitable and fair
- ✓ Being kind, polite and compassionate
- ✓ Being human, and appreciating that others are too
- ✓ Creating and sustaining psychological safety at work
- ✓ Everyone matters
- ✓ Taking care of each other's health and wellbeing
- ✓ Listening to understand, and valuing all ideas and contributions
- ✓ Taking an active interest in others
- ✓ Being open to hear worries and concerns and working together to resolve them
- ✓ Being prepared to consult with others when significant decisions need to be made
- ✓ Being supportive of others' strengths, potential and appreciating the positives
- ✓ Supporting others with their personal growth and career development



This behaviour is not:

- ✗ Ignoring people
- ✗ Deliberately isolating people
- ✗ Showing unprofessional behaviours such as whispering and gossiping
- ✗ Referring to and treating people differently depending on their band
- ✗ Eye rolling at meetings
- ✗ Being rude, for example, in how you speak to people or cutting them off mid-sentence
- ✗ Cancelling planned appointments without good reason





Recognising and valuing people's differences

We respect everyone equally by helping to create a community that demonstrates unconditional positive attitudes, where people feel they belong, are valued, empowered and proud to work at LPT.



When I demonstrate this behaviour it looks like:

- ✓ Accepting and valuing cultural diversity and an individual's uniqueness
- ✓ Showing fairness and equity towards all
- ✓ Always considering your potential biases
- ✓ Being respectful in both verbal and non-verbal communication
- ✓ Being non-judgemental and respectful
- ✓ Demonstrating honesty and transparency
- ✓ Actively seeking to build connections with others
- ✓ Taking steps to create a working environment that feels safe
- ✓ Having an open mind and empathetic approach to understanding others
- ✓ Actively encouraging each other to speak up
- ✓ Supporting equal opportunities and career development



This behaviour is not:

- ✗ Discriminating against others for their uniqueness
- ✗ Using patronising or belittling communication, both verbal and non-verbal
- ✗ Imposing your values and beliefs on others
- ✗ Establishing cliques that exclude others
- ✗ Having favourites, or ignoring and isolating people
- ✗ Dismissing or overlooking people's potential and talents





Working together

We are supportive, appreciative and encouraging of each other, enabling a positive team spirit which gives the best outcomes for colleagues and patients.



When I demonstrate this behaviour it looks like:

- ✓ Communicating effectively
- ✓ Taking responsibility for your own actions
- ✓ Inspiring confidence in each other
- ✓ Building trust and respect with each other
- ✓ Valuing everyone's opinions and contributions; being inclusive
- ✓ Saying 'thank you' and caring for each other
- ✓ Celebrating successes
- ✓ Helping each other with workloads
- ✓ Sharing knowledge and information
- ✓ Supporting each other and taking pride in the team
- ✓ Being prepared to let go of individual ideas for the good of the team
- ✓ Being responsive to feedback, and acting on it appropriately
- ✓ Taking part in constructive debate to achieve team goals
- ✓ Embracing collective plans and working together for the greater good
- ✓ Working together in LPT, across teams and organisations to support the wider health and social care system in Leicester, Leicestershire and Rutland



This behaviour is not:

- ✗ Behaving rudely to each other
- ✗ Being negative and unsupportive of change
- ✗ Gossiping, whispering, ganging up on people and other unprofessional behaviours
- ✗ Silo working
- ✗ Following individual agendas and working independently
- ✗ Being unwilling to share
- ✗ Using hierarchical power inappropriately





Taking personal responsibility

We give our best at work to deliver the highest standard.



When I demonstrate this behaviour it looks like:

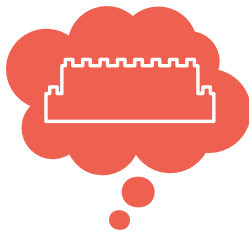
- ✓ Taking pride in your work
- ✓ Doing your job to the best of your best ability at all times
- ✓ Demonstrating the behaviours you expect of others and leading by example
- ✓ Ensuring you understand what is expected of you
- ✓ Taking personal responsibility for your actions and decisions
- ✓ Managing your workload, making effective use of time and meeting deadlines
- ✓ Acknowledging when you have got things wrong, and taking responsibility for addressing and correcting mistakes
- ✓ Taking responsibility for your relationships with others, giving feedback with compassion
- ✓ Taking the initiative to learn and improve, including being reflective and asking for feedback
- ✓ Appropriately challenging assumptions, poor practice, attitudes and unhelpful behaviours
- ✓ Raising concerns if you need to



This behaviour is not:

- ✗ Showing a lack of concern for your role
- ✗ Avoiding tasks and people you don't like
- ✗ Failing to recognise how your actions affect others
- ✗ Walking by and ignoring poor standards and behaviours
- ✗ 'Passing the buck' and blaming others
- ✗ Ignoring or failing to deal with quality or safety issues in a timely manner





Always learning and improving

We embrace change and actively seek opportunities to keep improving.



When I demonstrate this behaviour it looks like:

- ✓ Accepting that change is an integral part of working life
- ✓ Viewing change as an opportunity, being receptive to new ideas and taking a creative approach
- ✓ Supporting colleagues' health and wellbeing during the process of change
- ✓ Helping others to help themselves
- ✓ Listening to how others are feeling and allowing all points of view
- ✓ Being curious and coaching each other
- ✓ Keeping change simple and sustainable
- ✓ Sharing skills and knowledge, and encouraging and supporting others to innovate in their work
- ✓ Seeking new ideas and ways of working that ensure continuous quality improvement, asking 'how could we do this better?'
- ✓ Using your initiative to solve problems and informing others of potential issues
- ✓ Challenging the status quo in a constructive way



This behaviour is not:

- ✗ Resisting change or improvements
- ✗ Being unable to move beyond an initial negative response or uncertainty
- ✗ Focussing on problems rather than solutions
- ✗ Sabotaging change
- ✗ Ignoring others' needs and requests
- ✗ Complaining about, but not being prepared to take any action in relation to an issue
- ✗ Dismissing alternative ideas and discouraging colleagues from suggesting new ways of doing things
- ✗ Making change simply to suit your own agenda



It Starts With Me

For further information, visit:
www.leicspart.nhs.uk/behaviours



“creating high quality, compassionate
care and wellbeing for all”

