



## PROFESSIONAL & LEADERSHIP BEHAVIOURS

# CORE BEHAVIOURS EXPECTED OF ALL STAFF

To put patients at the heart of everything we do.

### ENABLING OUR VISION

Shows commitment to service and delivering the Trust vision and goals for the highest quality, safe patient care.

Supports integrated patient care.

Shares information, resources and skills to support effective organisational performance.

### DEMONSTRATING OUR VALUES

Puts patients at the heart of activity, listening and responding to their needs compassionately and demonstrating respect for their opinions and wishes.

Communicates clearly and concisely using language that is readily understood.

Behaves and uses language which demonstrates respect and courtesy for others.

Achieves high personal and professional standards.

'Speaks up' to ensure patients and colleagues are safe from harm.

### COMMITMENT TO SERVICE DELIVERY

Seeks, listens to and acts on feedback.

Works as part of a team, supports the achievement of team goals, co-operates and communicates with colleagues.

Shows an appreciation for others – their skills and knowledge, their attributes and differences.

Recognises and understands organisational changes, helps to make improvements happen and shares good practice.

Makes a positive contribution to the Trust and demonstrates flexibility and resilience.

Accepts responsibility for own health and wellbeing to perform the role.

### ACHIEVE RESULTS FOR PATIENT CARE

Does what is required from the role, including

- Meeting targets
- Following procedures
- Working within standards
- Providing the required level and quality of service
- Maintaining records
- Contributing fully to all work situations

Gets the facts right – ensures information is clear and correct.

Supports colleagues to ensure wider organisational objectives are met and outcomes are achieved resourcefully.



## PROFESSIONAL & LEADERSHIP BEHAVIOURS

# FIRST LEVEL LEADERS

### CREATING AND IMPLEMENTING OUR VISION

Creates and communicates a clear direction for the team to provide or support provision of the highest quality, safe care for patients.

Is specific about what needs to be achieved and how it should be done.

Gains buy-in of team and motivates team to deliver.

Ensures resources are deployed correctly and efficiently to deliver goals.

### INFLUENCING TO ACHIEVE RESULTS

Interprets data accurately and shares it in a timely fashion.

Develops skills and knowledge in self and others.

Uses knowledge, skills and experience to provide insights and guidance.

Looks for options and alternatives, creating opportunities to explore possibilities.

### ADAPTABILITY TO MEET SERVICE NEEDS (CHANGE FACILITATORS)

Identifies and communicates areas for improvements.

Takes ownership for change messages, communicating them positively and authentically to others.

Models a positive, can-do approach.

Structures the team and resources in the most effective and efficient way.

Tackles negative attitudes and behaviours, and creates a working environment which enables staff to raise issues and concerns openly, with a view to learning and improving practice.

Effectively handles conflict situations, supporting a positive and constructive resolution.

### FOLLOWING THROUGH TO ACHIEVE RESULTS

Communicates and maintains professional and technical standards.

Ensures activities are completed and delivers on requirements and timescales.

Takes personal accountability to make decisions and overcome barriers.

Ensures personal and team compliance including quality, health and safety standards.



## PROFESSIONAL & LEADERSHIP BEHAVIOURS

# LEADING THROUGH OTHERS

(INCLUDING LEADERS)

### CREATING AND IMPLEMENTING OUR VISION

Brings the strategic goals and objectives of the highest quality, safe care to life, making them relevant and clear to the department.

Creates and communicates a clear direction for the department.

Acts as a catalyst to the creative thinking of others, supporting them to generate ideas and solutions.

Can see the bigger picture and keeps up-to-date with external and internal changes.

Builds and maintains a professional network across the Trust.

Identifies any gaps in departmental knowledge and skills and takes action to address these.

### INFLUENCING TO ACHIEVE RESULTS

Challenges ideas and ways of thinking.

Leads through clear and motivating messages.

Deals with challenge effectively, making tough or unpopular decisions where needed.

Makes decisions and takes accountability, explaining rationale.

Empowers and enables first level leaders to have the confidence and skills to manage teams effectively, via coaching and mentoring.

### ADAPTABILITY TO MEET SERVICE NEEDS (CHANGE FACILITATORS)

Identifies areas for change and improvement and implements activities to make change happen.

Takes ownership for change messages, supporting first level leaders to implement and embed change.

Structures departments and allocates resources in the most effective and efficient way.

### FOLLOWING THROUGH TO ACHIEVE RESULTS

Maintains an overview of departmental goals, objectives and outcomes, achieving these through the empowerment and support of first level leaders.

Delivers objectives and goals that have a wider service impact.

Following achievement of objectives and outcomes, anticipates and implements actions to ensure the maintenance of high standards.



## PROFESSIONAL & LEADERSHIP BEHAVIOURS

# SERVICE & CORPORATE LEADERS

### CREATING AND IMPLEMENTING OUR VISION

Looks to the longer term, seeking to achieve improved services with enduring benefits for the highest quality, safe care for patients.

Develops and communicates long term strategies that reflect current and future best practice and align to the values of the Trust.

Creates the structures and framework needed to deliver our vision of seamless patient care.

Builds and maintains a wide professional network inside and outside of the Trust.

Benchmarks performance against other organisations to identify opportunities for improvement and innovation.

Analyses and evaluates management information and uses this to inform approach.

### INFLUENCING TO ACHIEVE RESULTS

Leads with empowerment rather than control, operating authentically and ethically.

A broad model of communications – demonstrates a two-way dialogue with staff.

Questions business as usual by being open to new ideas, challenging others to adopt new ways of thinking.

Ensures the Trust's values are demonstrated and promoted.

Holds others to account for what they have agreed to deliver, creating a collaborative climate to support openness, learning and accountability rather than blame.

Creates a solutions focused culture that encourages professional knowledge to be captured and shared between departments and teams.

Challenges inappropriate and unethical behaviour and attitudes.

### ADAPTABILITY TO MEET SERVICE NEEDS (CHANGE FACILITATORS)

Remains alert to external opportunities and changes and uses this knowledge to inform strategic approach.

Ensures at a strategic level the correct resources and structures are in place to implement and embed change.

Works collaboratively to evaluate current processes and ways of operating.

Improves organisational performance by driving continuous improvement of processes.

Demonstrates resilience and uses any failures as learning to improve future approaches.

### FOLLOWING THROUGH TO ACHIEVE RESULTS

Drives a high performance culture, supporting and enabling achievement of local and national key performance indicators and standards.

Displays innovation to develop cost-effective and efficient solutions.

Builds organisational capacity and develops opportunities including partnerships, strategic networks and alliances.

Recognises key influencers – both internally and externally to the Trust – and how to involve them as required.