

Leadership Behaviours: Your toolkit for leading the way



University Hospitals
Bristol and Weston
NHS Foundation Trust



**our
values**
It's who we are

Before you start

As leaders at University Hospitals Bristol and Weston you play a crucial part, not only as role models for the new values and leadership behaviours but also in helping other leaders in the Trust to do the same – sharing and living the values every day.

This toolkit has been developed to support you with this and can be used for both:

Self-directed learning

Work through the contents and activities on your own.

Leader-to-leader training

Use the toolkit to structure learning and development for one leader/a small group of leaders in your teams.

The toolkit is presented in bitesize sections so you can use it all at once or section by section, completing the full toolkit will take 30 minutes.

This toolkit is accompanied by the Leadership Behaviours Guide which will give you an in-depth look at the leadership behaviours and tips to develop them.

Your role-modelling of the values and behaviours is crucial to creating an inclusive workplace where everyone is proud to work.

Thank you for playing your part in improving experience at work for everyone at UHBW.

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Values and leadership behaviours toolkit

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Why are the values and leadership behaviours important?

Shouldn't we just focus on looking after patients?

What's this got to do with me?

Why can't we carry on as we are?

Why does UHBW need new values and leadership behaviours?

In April 2020 we became a newly merged Trust, University Hospitals Bristol and Weston. As part of bringing the organisation together and creating a stronger connection for everyone, we developed new values and behaviours. The values, chosen by UHBW staff guide how we work together towards our shared purpose and shape what it is like to work here.

As leaders we play a crucial part in the delivery and role modelling of the values, by leading with collaboration and creating an innovative place to work where bring out the best in ourselves and others.

By role-modelling our values and behaviours we demonstrate that as leaders of the Trust we are committed to driving change for the future for our people, our patients, and the Trust.

We want everyone to:

- feel proud to work for UHBW
- understand and adopt the behaviours demonstrating our commitment to staff, patients and the Trust's ambitions
- have a better experience working for UHBW making stronger connection with our teams services and staff
- feel positive about the future and what it means for ourselves and others.

How were the values developed?

**our
values**
It's who we are

Through research, testing and voting from more than 5,000 staff across the Trust the Values were developed.

It is important everyone understands the values and that these are reflected in the daily lives and experience of our people at work.

We are **supportive**

We're always there for each other.

We try and do the right thing for patients and colleagues every day.



We are **respectful**

We always look for the best in people.

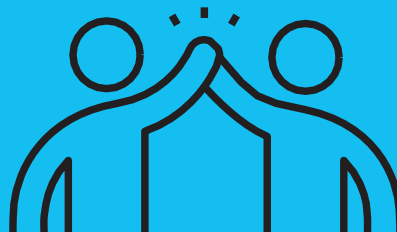
We are inclusive, welcoming and treat everybody fairly.



We are **innovative**

We're full of bright ideas.

We're open to using research, learning and finding new ways of working.



We are **collaborative**

We do things together.

We share our experience and expertise for the benefit of the Trust and our communities.



We are
supportive

We are
respectful

We are
innovative

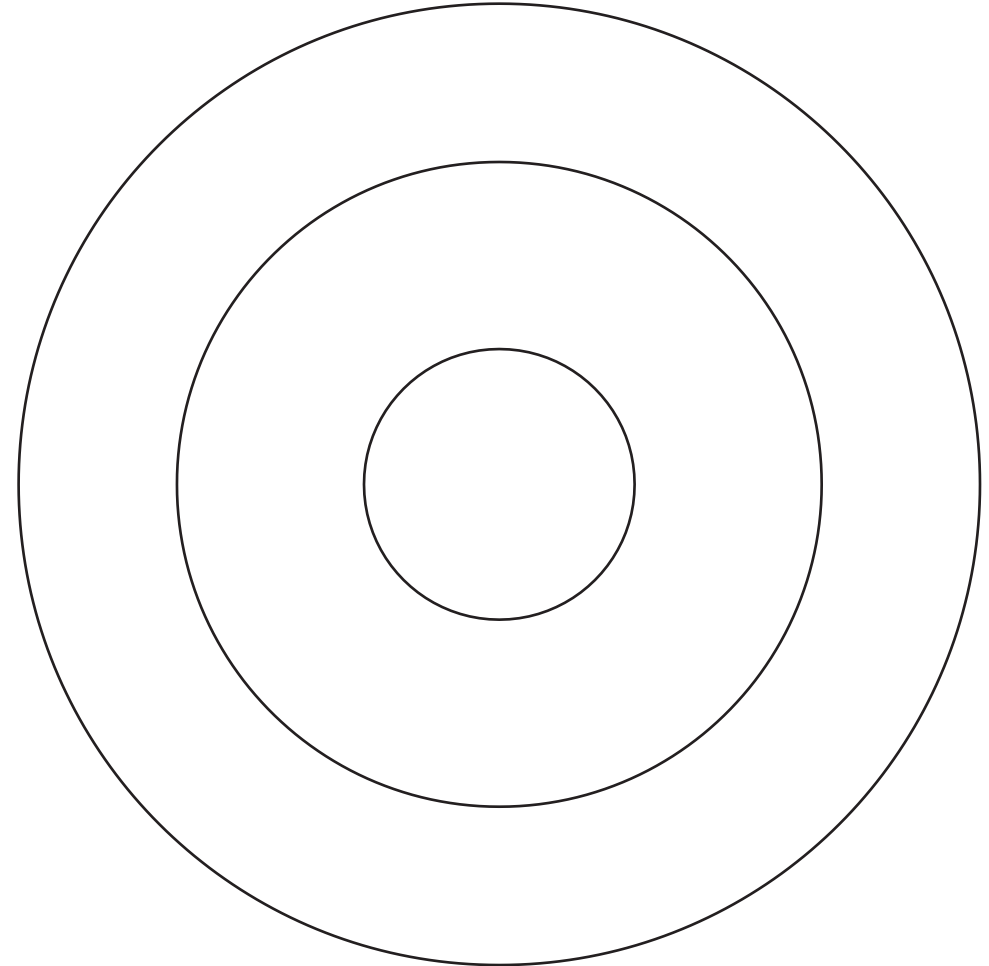
We are
collaborative

The Trust's future and your role

As a leader at UHBW the behaviours you demonstrate create the climate that others experience and follow. Strong, inclusive leadership alongside setting team and personal expectations leads to improvement in motivation and experience at work which results in better quality outcomes for our staff and patients.

It is important to acknowledge that we don't always get things right, and that there is always room for us to reflect and improve.

Through self-reflection and a determined commitment to living our values and bringing them to life, you can make a difference that benefits our colleagues, our patients, and the Trust – today and in the future.



Spheres of influence



Take a few minutes to think about the individuals and teams you influence as a leader.

Draw a series of concentric circles (see the adjacent graphic), putting yourself at the centre and work outwards, adding your immediate team, those who you work in partnership with internally and externally and so on.

This should help you visualise the impact you have on people within UHBW.

Our values and leadership behaviours

Demonstrating our values-led approach ensures everyone in the Trust engages with our values and encourages them to live them in everything they do.

The values and behaviours were developed by you and our team.

Each of the values has a related leadership behaviour theme, these help you focus on how to apply the Trust's values-led approach.

Self-reflection



Look at the values and leadership behaviour themes opposite. Write down a recent scenario for each where you:

- handled something really well
- had a difficulty or frustration that you would handle differently next time.

Keep hold of what you write down and refer to it in future development moments like objective-setting or appraisal.

Leadership behaviour themes



We are
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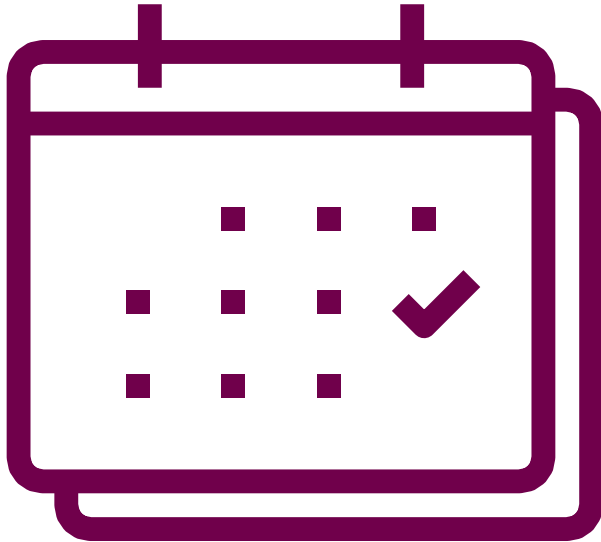
We are
collaborative

Your pledge

Pledges have been made by our Executive team and we encourage you and your teams to do the same, creating a growing Trust commitment.

Making a personal pledge demonstrates the way in which you bring the values to life for you and your team.

Committing to your personal pledge and encouraging others to do so will show your focus on the future of the Trust and an authentic commitment to UHBW and its people.



Your personal pledge



Write down three things you're going to do differently tomorrow, next week, next month.

Extension: Add reminders to your calendar so you can check in and see the progress you've made tomorrow, next week, and next month.

The roll-out: Your role

As a leader, you are instrumental in promoting the values to our staff.

It is crucial that you apply the leadership behaviours in everything you do, contributing to a better experience for everyone.

Communicating and embedding



Utilise the meetings you already have to run values sessions; include values in your meetings with staff, 121s, team meetings, and talk about the values in appraisal conversations.

Book a time in everyone's calendar for you to discuss the values with your team.

Encourage your team to attend the Values training- lead by example by attending yourself.

When you do walk-arounds across the hospital site talk to people about the values and check whether values posters are visible.

We are
supportive

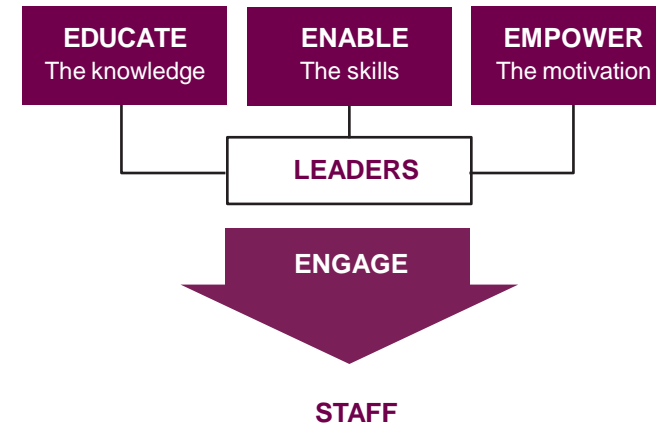
We are
respectful

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How to engage your team in the values



1. Decide how much time you can commit

5 minutes → Everyday

15 minutes → Twice a week

30 minutes → Once a week

2. Explore the values for your team

- **Make the values real**
by exploring what they mean for your teams
- **Discuss and agree changes**
that the teams might need to make to live the values
- **Spotlight on a value-** develop stories and share experiences



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Leadership Behaviours and Values : Your toolkit for leading the way



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Your toolkit for leading the way

In this section of the toolkit you can take time to make the link between the leadership behaviours and values, creating and developing your personal leadership plan, bringing the values and behaviours to life at work.

Taking each value in turn, the toolkit will provide you with an in depth look at putting leadership behaviours into practice every day.

There are short exercises to stimulate your thoughts and to support your plan to embed the values and behaviours locally in your teams and services.

The toolkit is presented in bitesize sections so you can use it all at once or section by section, completing the full toolkit will take 30 minutes.





Your role-modelling of the values and behaviours is crucial to creating an inclusive workplace where everyone is proud to work.

Leadership behaviour themes



Our leadership behaviours

our values
It's who we are

	<p>our values It's who we are</p>	<p>We are supportive</p> 	<p>We are respectful</p> 	<p>We are innovative</p> 	<p>We are collaborative</p> 
LEADERSHIP BEHAVIOUR THEMES	Lead by example	Put staff first	Enable openness and accountability	Show strategic and agile leadership	Harness difference and togetherness
STRATEGIC IMPACT	<ul style="list-style-type: none"> Sets the standard for a strong, open and trusting community within all leadership groups 	<ul style="list-style-type: none"> Promotes a culture that puts staff first, and enables everyone to contribute to it 	<ul style="list-style-type: none"> Builds the Trust's ability to listen, be inclusive and welcome challenge 	<ul style="list-style-type: none"> Continuously improves processes in response to changing demands on the Trust 	<ul style="list-style-type: none"> Highlights local contributions as a source of Trust-wide pride and recognition
IMPACT ON OTHERS	<ul style="list-style-type: none"> Promotes an environment of belonging, where all staff feel welcome and valued Demonstrates best-practice care, where all decisions are based on evidence and strive for better outcomes for staff and patients 	<ul style="list-style-type: none"> Puts the staff experience and their development at the heart of everything we do, because quality care depends on staff wellbeing Shows care and curiosity in all interactions with staff (especially in times of change and adversity) and is visible and approachable Supports everyone in contributing to the success of the Trust as a whole, not just their own jobs 	<ul style="list-style-type: none"> Creates safe space to discuss and evaluate how work has gone, what can be learned and improved on Sets clear goals and gives feedback to support continuous improvement Sees the team as individuals, and values the skills and knowledge they offer 	<ul style="list-style-type: none"> Encourages all staff to use evidence and try new ways of working to learn and grow and deliver better patient experiences and care Inspires others - guided by the Trust's vision and purpose - and in doing so presents change as necessary and positive Promotes organisational learning for the benefit of all staff 	<ul style="list-style-type: none"> Encourages others to work together and treat each other fairly across all divisions and teams Seeks different views when making decisions, especially from people who might be affected by potential outcomes Encourages staff with different roles, skills, and experiences to work together, promoting diversity of thought, learning and innovation Recognises and celebrates the contributions different divisions and teams make to the Trust- wide vision
PERSONAL IMPACT	<ul style="list-style-type: none"> Gathers regular feedback from different people / teams to ensure standards are being met Models the Trust's values Stays calm under pressure and keeps focus on shared goals 	<ul style="list-style-type: none"> Considers the direct and indirect impact that decisions and behaviours have on others. Shows empathy and respect for everyone – in words and actions Puts outcomes for all staff and patients before self-interest 	<ul style="list-style-type: none"> Demonstrates open, honest and respectful conversations Leads the way in speaking up if something is wrong Makes personal commitments to improve the Trust, and keeps everyone informed of your progress 	<ul style="list-style-type: none"> Thinks strategically, anticipating and adapting to future trends and changing patient needs Explores new ways of meeting changing demands placed on the Trust Open to trying new ideas and approaches, believing that even those that do not work still help us to learn and improve 	<ul style="list-style-type: none"> Actively seeks out and listens to opinions from everyone Creates opportunities to collaborate so that different perspectives inform decision- making

Leading by example

Leading by example is a vital aspect of your role. This means driving an understanding about the values in your teams and helping your people see how to apply these every day. An important part of this is making sure you live the leadership behaviours in all that you do, which means that you are also bringing the values to life.



Ask yourself...

What can I do to set the standards for a strong, open and trusting community?



Traffic lights



Divide a sheet of paper into three columns. Mark the columns red, amber and green. Use the red column to list things that you need to stop doing, amber to list things you need to start doing, and green to list the things you need to continue doing, to show that you are leading by example.

We are
supportive

We are
respectful

We are
innovative

We are
collaborative

**our
values**
It's who we are

**As a leader, I lead
by example**

**We believe in
UHBW's
values**

I will have a positive impact on UHBW's future:

by consistently demonstrating and setting the standard for a strong, open and trusting community

I will lead others:

- by ensuring we work in an environment where all staff are made to feel welcome and valued.
- by listening and acting on others' contributions.
- by delivering best-practice care, where all decisions are based on evidence as we strive for better outcomes for staff and patients.

I will personally:

- listen and gather regular feedback from colleagues and the teams I work with to make sure we learn and develop together
- model the Trust's values and behaviours in everything I do.
- remain calm under pressure and stay focused on shared goals.

Value: We are supportive

Being supportive is a huge part of being a good leader. You demonstrate this by putting staff first in everything you do.



Ask yourself...

What can I do to demonstrate my commitment to staff first?



Check in



Here are a few ways in which you can make all the difference:

Wellbeing:

Think about ways you can open discussions around staff wellbeing. Are you able to offer a regular drop-in session, where people can stop by for an informal chat? Could you check in on people's workloads and offer support?

Conversations:

- Encouraging forums where you listen and engage with staff creating a positive environment at work and a team where your people are valued.
- Creating a space where individuals have the opportunity to be listened to, feedback, and see action taken. This will improve performance, motivation, and ultimately retention.

As a leader, I put staff first

We are
supportive



I will have a positive impact on UHBW's future:
promoting a culture that puts staff first and encourages everyone to contribute to it.

I will lead others:

- by putting the staff experience and their development at the heart of everything we do, because quality care depends on staff wellbeing.
- by showing care and curiosity in all interactions with staff (especially in times of change and adversity) and remaining visible and approachable.
- by supporting everyone in contributing to the success of the Trust as a whole, not just their own jobs.

I will personally:

- consider the direct and indirect impact that my decisions and behaviours have on others.
- show empathy and respect for everyone in my words and my actions.
- always put outcomes for all staff and patients at the heart of my decision making.

Value: We are respectful

Being respectful is so important in creating a positive and inclusive experience for our people. Building trust is key to respect and as a leader you role model this by showing respect for everyone's opinions, taking time to engage and build meaningful rapport with colleagues



Ask yourself...

How do we enable openness and really listen to each other and our staff?



Seeing and listening



Think of practical steps you can take to encourage people to feel seen and heard. Are you having regular development check-ins with your team? Are you applying the 70/30 rule (listening/empowering)? Do you provide the right conditions for people to share their views?

our values
It's who we are

As a leader, I enable openness and accountability

We are **respectful**



I will have a positive impact on UHBW's future:

by building the Trust's ability to listen, be inclusive and welcome challenge, respecting the contributions of all.

I will lead others:

- by ensuring there is a safe space to discuss and evaluate how work has gone and what can be learned and improved on.
- by listening and providing clear expectations, goals and feedback to support continuous improvement.
- by being inclusive and making sure teams are seen as individuals, who are valued for the skills and knowledge they offer.

I will personally:

- consistently communicate inclusively in a way that is authentic, open, honest and respectful.
- lead the way in speaking up if I see anyone not living our values and behaviours.
- Encourage my team to grow with support and respect, and in line with service objectives.

We are
supportive

We are
respectful

We are
innovative

We are
collaborative

Value: We are innovative

Taking a truly strategic forward-thinking view can be a real leadership challenge when today's priorities are often so pressing. The Trust needs innovative and agile leaders to ensure its future success.



Ask yourself...

How can I demonstrate my commitment to strategic and agile leadership?



Innovation inbox



Set up an email address/a cardboard box and invite staff to share their ideas. Ask for improvements or new ways of doing things, and stress that even if ideas don't work in the way we hope, there's always something that can be learned from trying something different. Build the solutions as a team, creating collective ownership for the improvements and an innovation mindset in your team

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As a leader, I demonstrate strategic and agile leadership

We are
innovative



I will have a positive impact on UHBW's future:

by ensuring my strategic contribution leads to continuous improvement in response to changing demands on the Trust, and remaining accountable to this.

I will lead others:

- by ensuring that everyone is encouraged to use evidence and try new ways of working to learn and grow and deliver better patient and staff experiences and care.
- Inspire others – guided by the Trust's vision and purpose – and presenting change as necessary and positive.
- by promoting organisational learning for the benefit of all staff.

I will personally:

- be open to trying new ideas and approaches and learning from the challenges and outcomes these may present to improve.
- think strategically, anticipating and adapting to future trends and changing patient needs.
- explore new ways of meeting changing demands placed on the Trust and my service.

Value: We are collaborative

Being collaborative is about more than working in multidisciplinary teams. It's about truly listening and sharing the knowledge and experiences of people from different backgrounds. It involves seeing our differences as a strength and understanding how to work together so that we are greater than the sum of our parts.



Ask yourself...

How can I harness difference and togetherness, and celebrate local contributions as a source of Trust-wide pride?



Team spotlight

Identify a team or group that you already work with and invite someone to talk about what they do. Can you work with them to create new processes or refine ways of working?



External collaboration

Can you find new ways to share knowledge or build on your collaboration with external networks?

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**As a leader, I harness
difference and togetherness**



I will have a positive impact on UHBW's future:
by highlighting local contributions as a source of Trust-wide pride and recognition.

I will lead others:

- by encouraging teams to work together and treat each other fairly across all services, divisions and teams.
- by seeking different views when making decisions, especially from people who might be affected by potential outcomes.
- by supporting and encouraging staff with different roles, skills and experiences to work together, to promote diversity of thought, learning, including through collaboration, and innovation.
- by bringing together the contributions that different partnerships can offer across divisions and teams to make sure the Trust-wide vision is recognised and celebrated.

I will personally:

- remain inclusive in actively seeking out views and listening to others.
- create opportunities to collaborate so that different perspectives inform decision-making.
- Be an active leader for developing my service both internally and externally .

Walking the talk

**our
values**
It's who we are

By living the leadership behaviours we:

- engage people with the values in their everyday experience at work
- enable other leaders and staff to understand their contribution in the success of the Trust by supporting the values and behaviours
- strengthen the experience of working for UHBW by creating a loyalty and pride through our values
- play a crucial part in the delivery and role modelling of the values by leading with collaboration and creating an innovative place to work where we can all do our best

Our commitment to leading the way and following the leadership behaviours makes UHBW a place where everyone is supported, inspired and empowered to make a difference for each other and our patients.

Values and Leadership Behaviours resources:

- **Leadership Behaviours leaflet:** for your quick reference to use daily
- **Leadership Behaviours Guide:** your introduction to UHBW's leadership behaviours to help you explore and understand your impact on each behaviour and how they link to our values
- **Leadership Behaviours : your toolkit for leading the way** - to help you explore the values and leadership behaviours through self-directed learning
- **Values Training:** available both virtually and face to face, please book using Kallidus
- **Values and Behaviour resources available on HR Web and Connect :** These are designed for supporting the embedding of our Values and behaviours in your local areas in addition to the above resources

our values

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