A Framework for Positive Behaviours

Introduction:

Having a consistent set of expectations for all staff is key to ensuring that we have an engaged, skilled and motivated workforce. This is vital for ensuring the CCG's capability and confidence to drive system change.

It is also important to have a shared set of expected behaviours that apply to all of us.

This framework has been developed with input from staff at all levels, and is designed to:

- support the development of consistent behaviours for all of us, irrespective of our positions within the organisation

- act as a catalyst and guide for embedding these behaviours and positive mind-sets

- clarify what we can expect from each other, particularly around behaviours; HOW a result is achieved can be as important as WHAT is achieved

The framework describes behaviours relevant to all and those which are especially relevant for, but not exclusive to, line managers. The descriptions are intended to support personal development and organisational effectiveness over time, with a view to continuous improvement. Whilst there is no expectation that any of us will role model all of the behaviours, there is an expectation that we all commit to continuing personal development in order that, in time, we practise the behaviours consistently. A 'How to Use' guide accompanies the framework.

Behaviours are grouped into 4 key areas:

- being your best
- working collaboratively
- communicating effectively
- leadership

The behaviours are complementary, and none of the areas should be used in isolation.

Overall expectation:

All staff are expected to engage with the framework, and each of us has a role to play in establishing high standards of practice and quality interactions.

BEING YOUR BEST
• Know what you're here to do • Have the skills to do what is needed • Seek encouragement and support to do what is needed • Develop yourself and your role • Be willing to adapt and move in new directions • Have the courage to do what is needed to be your best whilst considering others
Effective behaviours
EVERYONE
Work with line manager to identify personal development needs and performance objectives, making full use of regular 1:1s and appraisals
Know your preferred ways of working and address any issues that hinder personal effectiveness
Be motivated to learn and seek out learning opportunities
Reflect on and learn from experiences and situations that have been challenging
Proactively engage in team briefings and other key forums to contribute and keep up-to-date with the work of the CCG and wider system
Foster a mutually supportive environment
Have the courage to speak up and express a differing viewpoint, in a way which demonstrates consideration for others and organisational processes
ESPECIALLY RELEVANT FOR LINE MANAGERS
Plan and develop team resilience and capabilities to anticipate and manage challenges
Recognise and address any performance/capability/conduct issues at the earliest opportunity
Recognise good performance with positive and constructive feedback
Use mentoring and coaching to encourage development
Enable people to recognise their potential and facilitate opportunities to grow and be innovative
Enable access to learning opportunities and facilitate 'learning at work' experiences
Use the appraisal process/PDP to understand personal development needs of team members and to set objectives
Use delegation to manage team workloads and to develop potential
BEHAVIOURS THAT WOULD INDICATE AREAS FOR IMPROVEMENT
• Allows poor performance to remain unchallenged and unmanaged • Is uninterested in how own work impacts on the rest of the organisation • Fails to show consideration of urgency or importance of tasks; unwilling to prioritise effectively • Accepts the status quo even when it is not in the best interests of the organisation or local health and care system • Makes no suggestions for improvement or change, whether big or small • Does not accept, or is resistant to, new processes • Makes excuses and avoids taking responsibility for learning

WORKING COLLABORATIVELY
• Build your network and develop positive relationships • Seek to establish a shared understanding of goals and priorities • Engage colleagues in a meaningful way • Actively involve all members of the group
Effective behaviours for everyone
Actively seek opportunities to work with others
Be an engaged member of the team
Invest in developing new relationships and sustaining existing ones, supporting each other to help deliver objectives
Understand the shared agenda and common purpose
Support each other
Look for the value everyone brings to the group and encourage meaningful contributions
Use team sessions to problem-solve together, to generate ideas, and to inspire new ways of working
Deal positively with negative or challenging attitudes and behaviours
Build mutual trust and respect
Especially important for line managers
Take a lead in planning and working across teams and organisations
Facilitate the development of relationships within team(s) to be hierarchy-free and to encourage everyone to respect each other's contribution
Remove any unnecessary barriers to collaborative working
Behaviours that would indicate areas for improvement
• Works in a rigid, inflexible manner • Puts up barriers when working with others • Purposefully excludes individuals and shows no interest in engaging with others • Does not share appropriate information in a timely manner

COMMUNICATING EFFECTIVELY
• Share appropriate information in a timely manner, in an appropriate way • Be clear what you want to achieve through communication • Be aware of the impact of how we communicate on ourselves and others • Listen to what others have to say and encourage contributions
Effective behaviours for everyone
Communicate openly and honestly
Have an appropriate level of visibility, being contactable and available
Ask questions if you're not sure what is meant
Concentrate on what is being said and listen without being distracted
Respect and maintain confidentiality
Maintain objectivity and manage emotive language
Use the most appropriate method and style of communication to suit the audience and message
Especially important for line managers
Facilitate meetings in a way that gives everyone the opportunity to make meaningful contributions
Be aware of team dynamics and address any issues constructively
Encourage and enable information sharing and discussion across the team
Encourage all team members to develop effective communication skills
Behaviours that would indicate areas for improvement
• Communicates in a way that is discriminatory or demeaning to others • Is unwilling to listen and does not respond to feedback • Does not keep others informed • Avoids communicating with others or addressing issues • Uses language that is full of jargon or abbreviations • Does not adapt communication style

LEADERSHIP
- Set a good example to our team and colleagues   - Display a high level of personal integrity   - Model the behaviour we expect from others   - Have passion and pride in what we do   - We should all be leaders.

Effective behaviours for everyone
Treat individuals with respect
Give credit to others for their achievements
Display integrity and ethical behaviour
Seek and provide constructive feedback
Be an ambassador for the CCG's vision and values
Be aware of the impact your behaviour has on others
Recognise and address conflict and seek solutions
Challenge constructively
Take the initiative to understand the rationale for decisions, in a way which respects decision-making processes

Especially important for line managers
Give praise and constructive feedback
Take ownership of unpopular and uncomfortable issues and decisions
Set direction, motivate others and develop goals
Recognise diversity and individual experience as an asset
Act fairly and transparently in managing others
Adapt your leadership style to suit the situation
Involve others in decision making as appropriate
Be open to constructive challenge

Behaviours that would indicate areas for improvement
- Has a controlling approach   - Lacks enthusiasm which impacts negatively on others   - Is not open to requests for help and support   - Does not actively engage with others   - Avoids responsibility for own work plan and contribution to organisational priorities   - Delegates work without regard for others and their workload or capacity