

VALUES & BEHAVIOURS 2021			
Operational definition	Behaviours	What we expect to see: individual behaviour, team behaviour, empowered behaviour	What we don't want to see: individual behaviour, team behaviour, disempowered behaviour
COMPASSION			
Recognises and responds to the needs of patients and colleagues	Listen	<p>Pays attention to others and evaluates their inputs fairly. Allows adequate time to actively listen and reflect.</p> <p>Responds appropriately in a compassionate, professional manner by having due regard for others.</p> <p>Listens to others with good attention and an open mind.</p>	<p>Dismissive of others or talks over them. Prejudges others.</p> <p>Shows lack of respect while others are talking.</p> <p>Unapproachable and rude towards others.</p>
	Care	<p>Speaks politely and demonstrates genuine interest in people and their situation.</p> <p>Shows concern for self and others' safety and wellbeing. Proactively looks for each others' wellbeing. Treats team members equitably.</p> <p>Sensitively explores patients and colleagues concerns; enables an environment in which concerns can be raised.</p>	<p>Indifferent to others' needs and feelings.</p> <p>Blames others instead of doing anything helpful. Achieves personal goals without consideration for the needs/interests of colleagues or the wider organisation.</p> <p>Insensitive and judgemental towards patients and colleagues.</p>
	Support	<p>Works in an inclusive and approachable way. Treats people inclusively with kindness, courtesy and politeness; values individual differences.</p> <p>Respects the needs of people and supports in an active manner.</p> <p>Promotes a collective culture by cooperating with patients and colleagues within and across teams and between different organisations; looks for solutions.</p>	<p>Disrespectful and treats people inequitably. Excludes others and works in isolation; resists others' attempts at collaboration.</p> <p>Behaves in a biased and insensitive manner towards others.</p> <p>Actively disregards, unsupportive or unresponsive to patients, colleagues or other teams. Criticises colleagues in front of others.</p>
EXCELLENCE			
Makes a difference with each small improvement and by being open to new ways of working	Innovative	<p>Seeks new ideas/ solutions and shares them with colleagues.</p> <p>Encourages and builds on new ideas and celebrates every small improvement. Welcomes inquisitive questioning and creativity.</p> <p>Encourages debate. Enables and empowers people to apply new approaches from inside and outside the team.</p>	<p>Unreceptive to new ideas or change. Sees opportunities for improvement but does not raise them.</p> <p>Resists new ideas or sharing of good practices with others. Does not celebrate small gains.</p> <p>Discourages others from sharing ideas/solutions. Does not encourage debates around new ideas.</p>
	Learning	<p>Shows willingness to develop skills and abilities and seeks continual feedback.</p> <p>Shares and implements learnings with others in the team and beyond.</p> <p>Proactively encourages and supports varied and inclusive training opportunities. Considers long-term development of staff.</p>	<p>Makes no attempt to be up to date with knowledge. Has a disengaged, disinterested attitude and disregards feedback.</p> <p>Does not share lessons learnt with colleagues and beyond.</p> <p>Creates barriers to others developing their knowledge and skills.</p>
	Delivery	<p>Prioritises and organises work to deliver high standards of performance according to team and Trust priorities.</p> <p>Promotes Trust and team goals; highlights issues, challenges and risks to delivery. Supports colleagues, helps find solutions and reduces risks to enable delivery.</p> <p>Competently defines and manages tasks and takes accountability for updating on the progress of delivery. Identifies risks and early signs of potential problems and opportunities.</p>	<p>Delays tasks needlessly and does not deliver on agreed outcomes without good reason.</p> <p>Disregards Trust and team goals and policies and does not follow through on commitments.</p> <p>Unwilling to take accountability, review progress or update others.</p>
COLLABORATION			
We achieve more together	Communicate	<p>Ensures message are open, honest, inclusive and there is clarity of expectations. Proactively shares knowledge and information and keeps others informed in a timely fashion.</p> <p>Encourages, listens and values all perspectives to enhance team approach. Shares information and keeps others informed as appropriate.</p> <p>Includes others in decision-making and engages with others across the Trust and in the wider health system as appropriate.</p>	<p>Inappropriately withholds information or uses inappropriate and unprofessional language.</p> <p>Does not listen and give people the information they need or disregards the information. Does not consider and integrate all perspectives.</p> <p>Avoids seeking input. Disregards others' expertise.</p>
	Respect	<p>Treats people equitably, with respect and with dignity within the team and across the wider organisation.</p> <p>Actively supports others in the way they would like to be supported or signposts to appropriate help.</p> <p>Enables a culture where colleagues are comfortable to express their views. Provides encouragement, praise and recognition among colleagues.</p>	<p>Puts people or their ideas down or demonstrates incivility. Shows a lack of regard for consequences of their actions on others.</p> <p>Indifferent to others' needs and ignores people in distress or in need of help.</p> <p>Does not acknowledge or value others or their achievements.</p>
	Courage	<p>Actively encourages good practices, positive attitudes and behaviours; challenges discrimination. Dares to challenge assumptions and engage constructively in difficult conversations.</p> <p>Responds to problems and willingness to solve issues. Takes ownership and accountability for tackling problems.</p> <p>Provides a safe environment for patients and colleagues to speak up or to escalate concerns. Recognises and acknowledges limitations in situations.</p>	<p>Passive or shows poor practices, negative attitudes and discriminatory behaviours.</p> <p>Keeps concerns to themselves and rejects feedback about others or their own behaviour.</p> <p>Does not voice concerns or discourages others from escalating concerns; does not follow through on concerns raised.</p>