

Culture & Leadership Programme: Leadership Behaviours Survey – Partners

As a valued partner of **XXXXXX (Trust/Organisation Name)**, thank you for agreeing to participate in our survey.

It's really important that we hear from you about what is working well and where more focus is needed to make **XXXXXX (Trust/Organisation Name)** a great place to work. The survey will take approximately 10 minutes to complete and will ask you to reflect on the behaviours of leaders throughout the organisation.

The results of the survey are anonymous. The scores and comments you provide will be used to inform the Board where our strengths and opportunities lie, and what we need to do to promote our compassionate and supportive culture.

As mentioned above, we're on a mission to make **XXXXXX (Trust/Organisation Name)** a great place to work. To do this effectively, means we need to get a real time understanding of what already works well and what you'd like to see stay, but also what isn't working so well. We need to be really honest about the good and the not so good, to enable our mission to be really successful.

Thanks again for taking time out of your busy day to complete this important piece of work.

Introduction

Please consider your experience of how people in our trust behave in day-to-day work, rating the six collective leadership behaviours from 'very weak' to 'very strong'.

Where possible consider the strengths of people across the organisation as whole - not only just one person.

We are interested in your experience and your impressions of the organisation as a whole.

Questions:

1. Please take a moment to think about whether people in our trust show support and genuine compassion to others - patients, you and others in your organisation. This could be by: • being supportive and compassionate to colleagues and patients who are distressed or under pressure • understanding the pressures and difficulties our colleagues face • taking practical action to help someone under pressure • emphasising to others how important it is for colleagues to support each other
2. Now please think about whether people in our trust value diversity and fairness. This could be by: • encouraging equality and valuing the diversity that people with different characteristics bring (such as race, disability, religion or belief, age, gender, gender reassignment, sexual orientation, marital status, pregnancy and maternity) • encouraging everyone, internal and external, to listen carefully to each other's

contributions • creating an environment where everyone's opinions are valued and people feel comfortable being honest and open •challenging unethical, aggressive or intimidating behaviours and dealing effectively with bullying, harassment or discrimination

3. Please think about whether we build teams where people from different organisations work together effectively. This could be by: •encouraging everyone to work co-operatively • ensuring leadership is shared so everyone contributes their expertise and ideas •making sure everyone has clear objectives and helpful information that tells them how effectively we are achieving those objectives •encouraging everyone to review and improve team performance
4. Please think about whether people in our trust support shared learning and innovation with your organisation. This could be by: •ensuring we all focus on improving the quality of work, including regular reviews of working methods especially where we work together •encouraging everyone to come up with ideas to make things better •encouraging everyone to support one another in implementing good ideas for new and improved ways of working • ensuring we are all sharing learning about errors, near misses, and improved ways of working
5. Please think about whether people in our trust help colleagues in your organisation to be part of important, rewarding and challenging work. This could be by: •ensuring everyone - internal and external - gets the chance to take part in challenging projects •encouraging everyone to lead in their work and area of expertise •ensuring internal and external colleagues have enough freedom to work by themselves where appropriate rather than being restricted •promoting continued learning and development of everyone - internal and external
6. Please think about whether people in our trust ensure effective performance when we work with you. This could be by: •ensuring everyone, internal and external, is clear about each other's roles and responsibilities •organising and co-ordinating work efforts to agreed goals •dealing with obstacles that prevent people from delivering high quality work •giving timely and balanced feedback about progress on objectives
7. Please think about whether people in our trust ensure that the necessary resources are available and used well when we work with your organisation. This could be by:

- working to ensure we all have the resources and support needed - the people, time and the things needed to get the job done
- reducing the demands on our colleagues when they are overwhelmed
- ensuring resources are used efficiently and effectively

8. Please think about whether people in our trust help everyone agree and be clear on the shared overarching vision, direction and priorities when we work with your organisation. This could be by:
 - seeking shared agreement on direction (the overall purpose and aims) where we work with others - partnership work and across the local health system
 - encouraging everyone to work together to make sure everyone is clear on the direction and strategy for your organisation and ours where we work together
 - seeking agreement and shared understanding about key priorities
 - helping others to make sense of things in the local health system especially where there is uncertainty
9. Please think about how we show that we are positive and proud of our work with you and other external colleagues. This could be by:
 - celebrating our successes and yours
 - emphasising how the work makes a difference to patients and the community
 - encouraging others to be positive using confidence, gratitude and humour
 - building a sense of positivity about the future
10. Finally, please think about whether people in our organisation build strong relationships with your organisation. This could be by:
 - encouraging everyone to build trust and respect across organisations
 - encouraging everyone to co-operate across organisations
 - resolving conflicts fairly with other organisations