

Culture & Leadership Programme: Leadership Behaviours Survey – Staff

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 the (insert Trust/Organisation name) an excellent place to work.

As mentioned above, we're on a mission to make the (insert Trust/Organisation name) an excellent 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.

We appreciate you may have just completed your staff survey, but this survey focuses on leaders' behaviour within the Trust/Organisation and our strengths and weaknesses.

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

Introduction

Please consider how you and leaders in your organisation behave in day-to-day work, rating the six leadership behaviours from 'very weak' to 'very strong'.

Consider:

- Yourself as a leader – because we all have to display leadership behaviours and make choices and decisions that affect others at some point in our working days.
- The strengths of leaders across the organisation, both those who directly manage you and those in senior leader posts.

Questions:

1. Please take a moment to think about how we show support and genuine compassion to others around us. For example: 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. Please take a moment to think about how as leaders we are present with those we lead, listen to the, genuinely seek to understand their work challenges without imposing a hierarchical understanding, empathising with them and then taking action to help them by removing the obstacles to their work, and ensuring they have the resources they need (staffing, equipment, resources, training), to do their jobs well.

3. Now please think about how we value diversity and fairness. For example: encouraging everyone 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, Ensuring processes such as recruitment are fair, open and transparent
4. Now please think about how we value equity and lived experience of staff. For example, focusing on ensuring everyone feels included by our leadership; being committed as a leader to every day improve team and departmental climates to ensure inequities in lived work experience are eliminated; behaving as an inclusion ally; and providing a model of promoting the equitable growth and development of all.
5. Please think about how we build teams which work together effectively. For example: making sure the team has clear objectives and that we have helpful information that tells us how effectively we are achieving those objectives, encouraging everyone to work co-operatively, ensuring leadership is shared across teams so everyone contributes their expertise and ideas, encouraging everyone to review and improve team performance
6. Please think about how we build strong relationships between teams, departments, and organisations. For example: encouraging everyone to build trust and respect across teams, departments, and organisations, encouraging everyone to co-operate across teams, departments, and organisations, resolving conflicts fairly with other teams, departments and organisations
7. Please think about how we enable learning and innovation. For example: ensuring we all share learning about errors, near misses, and improved ways of working, ensuring we all focus on improving the quality of our work, including regular reviews of how we work, encouraging everyone to come up with ideas to make things better, encouraging and supporting each other in implementing new ideas for improved ways of working
8. Please think about how we help others to grow and lead. For example: promoting continued learning and development of everyone, making sure we all have enough freedom to do our work by ourselves when we can - knowing that support is there if

we need it, ensuring everyone gets the chance to take part in challenging projects, encouraging everyone to lead in their work

9. Please think about how we ensure effective performance. For example: ensuring everyone 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 performance

10. Please think about how we ensure that the necessary resources are available and used well. For example: 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

11. Please think about how we help everyone agree and be clear on our direction as a trust, our priorities, and objectives. For example: seeking involvement and shared agreement on direction (the overall purpose and aims for our work) within teams and across teams, encouraging everyone to work together to make sure everyone is clear on the direction and strategy of their teams and of our trust, seeking agreement and shared understanding about key priorities, helping others to make sense of things in the organisation especially where there is uncertainty

12. Please think about how we show that we are positive and proud of our people, teams, and organisation. For example: celebrating the successes of the team and organisation, 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