Tool G2: Leadership behaviours reflection questionnaire

Why are behaviours important?

Good cultures lead to high quality care. The behaviour of everyone in our organisation influences the culture.

Effective cultures are those where all staff at all levels within the NHS are empowered to act to improve care – ‘leadership of all, by all and for all’. This type of culture is called ‘collective leadership’. The King’s Fund has identified 12 behaviours that support collective leadership.

What are your top three personal strengths and development areas in the collective leadership behaviours below?

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| Leadership behaviour | Strengths *(pick 3)* | Development areas *(pick 3)* |
| 1. **Ensuring direction and alignment**

This could be by:* seeking 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 the organisation
* helping others to make sense of things in the organisation, especially where there is uncertainty.
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| 1. **Developing positivity, pride and identity**

This could be by:* 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.
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| 1. **Ensuring effective performance**

This could be by:* ensuring everyone is clear about their own and everyone else’s roles and responsibilities
* seeking agreement and shared understanding about key priorities and objectives
* 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.
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| 1. **Ensuring necessary resources are available and used well**

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.
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| 1. **Modelling support and compassion**

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
* emphasising to others how important it is for colleagues to support each other.
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| 1. **Nurturing psychological safety**

This could be by:* Being present with those we lead, listen to them, genuinely seek to understand their work challenges without imposing a hierarchical understanding
* empathising with them,
* taking action to help them by removing the obstacles to their work
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| 1. **Promoting equity, diversity and inclusion at every level**

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 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.
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| 1. **Ensuring equity diversity and inclusion is positively valued and developed**

This could be by:* thinking about how we value equity and lived experience of staff. For example: focusing on ensuring everyone feels included by our leadership;
* behaving as an inclusion ally.
* providing a model of promoting the equitable growth and development of all.
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| 1. **Enabling learning and innovation**

This could be by:* 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 working methods
* 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.
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| 1. **Helping people to grow and lead**

This could be by:* promoting continued learning and development of everyone
* ensuring we all have enough freedom to work by ourselves where appropriate rather than being restricted
* ensuring everyone gets the chance to take part in challenging projects
* encouraging everyone to lead in their work.
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| 1. **Building effective teams**

For example: * making sure the team has clear objectives and access to information that tells members how well those objectives are being met
* encouraging everyone to work co-operatively
* ensuring leadership is shared across teams so that everyone contributes their expertise and ideas
* encouraging everyone to review and improve team performance.
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| 1. **Building partnerships between teams, departments and systems**

This could be by:* encouraging everyone to build trust and respect across teams, departments and systems
* encouraging everyone to co-operate across teams, departments and systems
* resolving conflicts fairly with other teams, departments and systems.
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How can you build on your strengths and address your development areas to help encourage collective leadership in your work?

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| **Leadership behaviour** | **Action** | **Evidence or result** | **Date** |
| Strengths |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| Development areas |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |