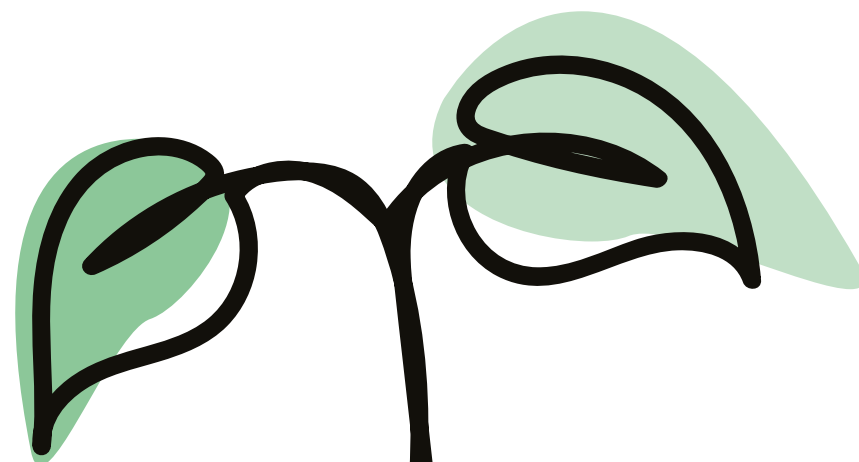


Looking after your team's health and wellbeing guide

Creating a safe and inclusive space to talk about wellbeing

March 2023

People Promise





Creating a safe and inclusive space to talk about wellbeing



Facilitators guide



Identify your team's wellbeing goals

Creating a safe and inclusive space to talk about wellbeing



Looking after your emotional, physical and mental health



Ensuring you have a safe working environment



Collaborative and supportive relationships that promote social wellbeing



Finding meaning in the work you do and bringing your whole self to work



Knowing where to go when you need wellbeing support



Review and revisit



Inspiration Library





Creating a safe and inclusive space to talk about wellbeing

Our managers and leaders are fundamental to providing health and wellbeing support as part of their role




This section will help team members to think about leadership behaviours in a team – it links to the NHS Health and Wellbeing Framework section on **managers and leaders**.

Many academics recognise that there is a strong relationship between good leadership and management and team wellbeing. Everyone can be a leader and display leadership characteristics, not just those who have line management responsibility.






In this section, the team will find support on how to:

-  recognise healthy leadership behaviours
-  develop team inclusivity (to enable team members to connect and get to know one another on a deeper level)
-  recognise bias (to enable team members to identify ways to foster inclusion in the team)

To check how your team’s wellbeing journey is progressing, you may want to use existing data and information sources. These could be quantitative sources of information including feedback from staff surveys or Pulse surveys, workplace wellbeing needs assessments or workforce data. You could also use qualitative information, including compliments or feedback from patients, service users or other teams, feedback from team meetings or from conversations at work.

Healthy Leadership Framework

In this section, we use resources developed by the NHS North West Leadership Academy as part of a Healthy Leadership Framework. This was developed to support managers and leaders in the NHS to understand and develop their leadership at work. It has three core elements.

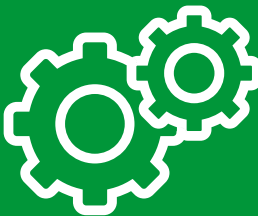



How I am (being)

Actively engage with opportunities to understand and enhance positive mental and physical health for self and others, sharing own experience, being authentic.

How I do (doing)

Actively support and empower others to manage work and how it’s done.





What we are doing together (enabling)

Actively empower an inclusive healthy wellness culture that mutually enables us all to bring our whole selves to work.





How does leadership have an impact on wellbeing?

When we talk about leadership at work, there are some key elements that are useful to focus on:

- **Leadership styles and behaviours** – good leaders are honest, authentic and show compassion and empathy for other people. They also prioritise getting to know people on an individual level, treating them as humans not just colleagues, and recognise and thank people for their efforts.
- **Shaping a positive workplace environment** – good leaders role-model and uphold organisational values and set clear expectations and objectives/ goals for their team. Good leaders also respect and value difference, taking an inclusive approach, recognising individuality, and encouraging people to be themselves.
- **Managing your own wellbeing and being aware of the wellbeing of others** – good leaders are self-aware and understand how their own behaviour impacts on others. They are also honest about their wellbeing and ask for help when they need it.
- **Encouraging self-leadership** – good leaders trust individuals and teams, giving them the autonomy and control to do their jobs.
- **Implementing good people management practices and supporting health and wellbeing initiatives** – good leaders consider how work scheduling can support others wellbeing and achieve work life balance.



Quick wins...

- Download the one page [Healthy Leadership Framework](#) and display it in your workplace. This includes hints and tips to improve your leadership behaviours every day.
- For those wanting to explore leadership in more depth, the online [Edward Jenner leadership course](#) provides a groundwork of leadership skills that can help enhance your confidence and competence in your role. Those working in health and social care in the UK can apply to access the materials for free.
- Show leadership by creating informal opportunities to check in with the rest of the team. You could offer around snacks or make drinks and ask as you go round the team how people are today.





When you have a little more time...

Deepen your team culture of support at work

You may spend a lot of time working with your team members. Developing a culture of support amongst team members can help boost wellbeing. Your team may want to try some of the following activities - each will take about five to ten minutes.

- **Team support check in** – ask team members to share what they are working on this week and outline if there is any support their colleagues can give.

- **What does compassionate support look like to you?** – ask team members to share what compassionate support looks like to them. Make a note of all the ways to show compassion.
 - Is it someone actively listening to them when they want to share something?
 - Is it someone helping them solve a work problem, and suggesting new things to try?
 - Is it someone recognising when you seem like you are having a tough time and asking about it?
 - Is it making a cup of tea for you?

Review your healthy leadership behaviours

This activity builds on the **Healthy Leadership Framework (HLF)** that you may already be familiar with. This activity will enable team members to reflect on how they role model healthy leadership behaviours. Remember, everyone can be a leader and display leadership characteristics. This activity is for everyone, not just those who have line management responsibility.

The Healthy Leadership Framework details fifteen behaviours that promote positive health and wellbeing. Encourage team members to reflect on how they demonstrate the behaviours within the team by self-assessing against the HLF and developing an action plan.





LEADERSHIP-THROUGH THE LENS OF HEALTH AND WELLBEING

IN COLLABORATION WITH THE NHS NORTH WEST LEADERSHIP ACADEMY AND HWBINSPIRATION



The Healthy Leadership Framework was developed out of recognition of the impact good leadership and management have on employee wellbeing. The aim was to identify a behavioural framework that could be used flexibly to support healthy leadership development and help leaders promote positive wellbeing in the workplace.

The research involved identifying the leadership behaviours associated with positive and negative employee wellbeing, via a detailed literature review and wide-ranging engagement with leaders and employees across the public sector. These were developed with focus groups and validated through further engagement work and mapping against similar frameworks.



How the framework can be used:

The framework highlights that promoting wellbeing can be integrated into what we, as leaders and managers, already do. It is about the way we behave on a day-to-day basis. The HLF aims to provide leaders with a clear understanding of the behaviours they should show, and those that they should avoid, when working with others.

As well as informing personal behaviour, the framework could be integrated into:

- **Health and wellbeing conversations** as part of one-to-ones, supervision meetings and performance development reviews.
- **Teams performance review discussions**, using the framework to inform ground rules that create the conditions for psychological safety and an opportunity to talk about health and wellbeing.
- **Self-leadership** - attending to and prioritising your own wellbeing to positively role model 'healthy leadership' for self and others.

Get in touch!

We would love to hear your feedback!
Do share your comments with us and use the hashtag #NWHealthyLeadership to share with us your Healthy Leadership journey.





Healthy Leadership Framework



How I am (being)	
Actively engage with opportunities to understand and enhance positive mental and physical health for self and others, sharing own experience, being authentic.	
Positive Behaviours:	Negative Behaviours:
Being open, honest and transparent (authentic)	Lacking empathy
Showing compassion toward self and kindness and compassion to others	Being unpredictable in mood and inconsistent in behaviour
Showing vulnerability and humility (willingness to be critiqued, honest when don't know the answer, acknowledging when one has made a mistake)	Being distant, lacking visibility and not engaging with others
Being a good health and wellbeing role model (walking the talk)	Not always role modelling positive health and wellbeing behaviours (e.g., wearing long hours as a badge of honour)
Being self-aware and understanding how own behaviour impacts on others	Lacking self-awareness
What I do (doing)	
Actively support and empower others to manage work and how it's done.	
Positive Behaviours:	Negative Behaviours:
Trusting individuals and teams, giving them the autonomy and control to do their jobs (empowerment)	Making decisions without consulting others (e.g., authoritarian/ autocratic/command and control/directive style)
Being clear on values, expectations, setting clear objectives/goals and checking with individuals that they feel they are realistic and achievable	Focusing on targets and task at the expense of health and wellbeing
Tackling bullying and challenge inappropriate behaviour	Making short term demands rather than allowing planning (being reactive, changing goal posts, setting unrealistic deadlines)
Being fair, flexible and pragmatic in ones approach to applying policy and adapting one's approach to meet individual need	Not always clarifying roles, responsibilities, objectives or acknowledging competing priorities (e.g., laissez faire management style)
Flexing and modifying work scheduling to support others wellbeing and achieve work life balance	Not always trusting others to do their job
What we do together (enabling)	
Actively empower an inclusive healthy wellness culture that mutually enables us all to bring our whole selves to work.	
Positive Behaviours:	Negative Behaviours:
Creating an emotionally supportive and psychologically safe work environment (positive, caring and supportive climate where people can speak out)	Micromanaging others and disempowering them
Respecting and valuing difference, taking an inclusive approach, recognising individuality and encouraging people to be themselves (embracing diversity)	Not always creating a safe environment to speak out (psychological safety)
Helping people connect to the wider meaning of their work, the contribution they make, creating a sense of belonging	Giving more negative than positive feedback, blaming and criticising and finding fault
Getting to know people/teams on an individual level formally and informally (treating them as humans not just colleagues)	Focusing on oneself and what I want to achieve at the expense of the collective good (e.g., hero manager/leadership style)
Coaching others to find their own solution (acting as a sounding board and challenging constructively)	Not always appreciating difference and diversity



For the full report, which includes the detailed research carried out, the full set of healthy leadership behaviours identified and more ideas about how to use the framework, as well as information about our other Health and Wellbeing offers, visit our website: <https://www.nwacademy.nhs.uk/discover/offers/healthy-leadership-framework>





Recognising and celebrating the team as individuals

This activity will enable team members to connect, appreciate different experiences and create a sense of belonging by learning more about one another.

Challenge team members to find out about each other and find out who they have things in common with. The organiser could create a 'scorecard' for people to record their responses.

Over the course of a week or two, ask team members to talk to each other to find out about experiences or preferences they have in common – try and find one other person in the team who has the same experience or preference as you. You can ask people to find their own common experiences, but some questions to get the ball rolling include:

- favourite place visited
- schools/colleges attended
- length of service in the NHS
- jobs done in the past e.g. worked in catering, worked in retail
- favourite or least favourite food or cuisine
- favourite TV show/film/band/book
- professional training route
- names of parents or grandparents
- broken a bone/had their tonsils out

In a future team meeting, ask people to share who they had things in common with. Are there experiences that multiple people have in common?

Another way to do this is to set aside some time in a team meeting and ask people to share with the rest of the team:

- their claim to fame
- the most famous person they have met
- the most interesting place they have travelled to and why
- what they wanted to do as a job when they were at school (and do they think they would be good at it now)

You might have other questions you could ask – keep it fun and work appropriate though!



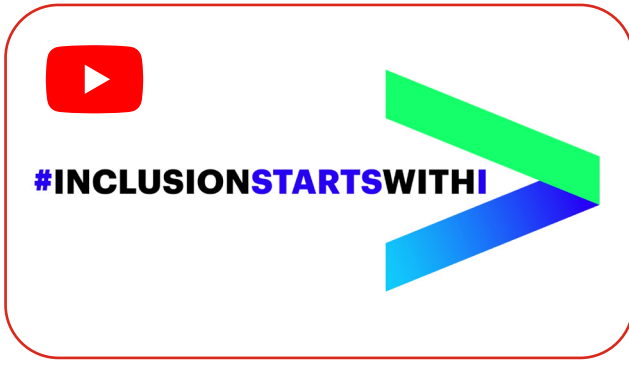


Recognising bias

This activity supports team members to reflect on what working in an inclusive team means to them. The video highlights that we can all make a difference in creating an inclusive team. Ask all team members to watch **Inclusion starts with I video**, developed by Accenture (you could do this individually or as a team).

Then, facilitate a team discussion:

- What matters to you?
- What does being included in this team look like and feel like for you?



- What would be happening if this team was fully inclusive?
- What action will you commit to individually to foster inclusion in this team?

 Don't forget to add any actions to the team wellbeing action plan

 The Inspiration Library contains further information, resources and training opportunities about psychological safety and inclusion.





NHS England

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This publication can be made available in a number of other formats on request.

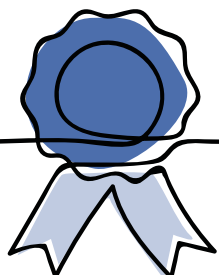
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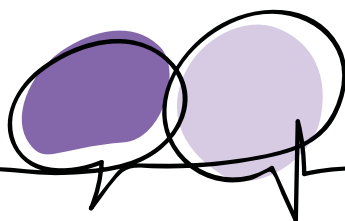
People Promise



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



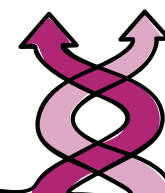
We each have **a voice that counts**



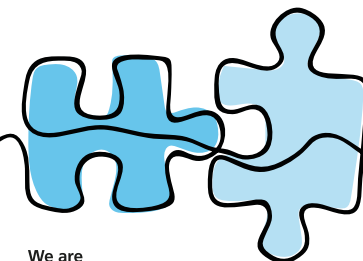
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**



We are **a team**