

Our Values and Behaviours framework



Introduction

Our Values and Behaviours shape the way we work. Values are beliefs or principles that are important and meaningful to us – they are what drives us. Behaviours are observable actions that bring these values to life. Our behaviours demonstrate our values through how we do things, what we say, how we say it, and how we treat others and expect to be treated ourselves.

Our values and behaviours define **how** we approach our work and treat each other. They sit alongside **what** we do. This framework applies to all our Christie colleagues and details the behaviours required when we interact with each other, our patients, and our visitors. Through demonstrating these behaviours we can deliberately shape our culture to help us achieve our **Christie Vision**, and positively influence areas such as patient experience and outcomes, staff wellbeing and continuous improvement.

Where did our Values and Behaviours come from?

Over summer 2022, we were supported by our trade union partners to run a series of engagement activities with over 260 colleagues.

Colleagues shared stories about what a successful day at The Christie looked like to them and we explored what they, and others, were doing that made it a success. These conversations formed our key values - we **Act with Kindness** to one another, we **Connect with People** to build feelings of belonging and community, and we **Make a Difference** for our colleagues and patients through our work, and our relationships with each other. Each value is as important as the other.

How is this framework structured?

Our Values: Make a Difference, Act with Kindness, and Connect with People, each have two key behaviours linked to them that outline how we live each value.

The framework below describes examples of what you might do, see, or hear when our Values and Behaviours are being demonstrated. When these things are present, we are fostering a compassionate, inclusive, respectful, and healthy workplace.

The framework is made up of three elements:

- 1. Expect to See:** These are examples of the types of actions, attitudes, and ways of working that we see when we're working at our best. They are relevant to all colleagues
- 2. Leading the Way:** These are examples of behaviours for people managers and leaders to role model and create conditions for others to thrive. However, any colleague could develop and demonstrate these behaviours and be a positive influence
- 3. Not See:** this outlines examples of non-desirable behaviours as they can negatively affect our colleagues and the care or service we provide.

We are all different so some examples may be more relevant to you than others. For instance, someone in a non-clinical role may not be able to demonstrate patient-related examples.

You may think of other ways you can demonstrate our values and behaviours. Consider how you and your colleagues live each of these values in your day-to-day lives.

How is this framework structured?

The purpose of this framework is to clarify and describe our culture at The Christie, through the actions we take every day.

Please use it to help guide:

- developments to your team practices, policies, and processes
- your personal and professional development
- how you perform in different situations
- how you recruit, select, and manage others
- your conversations and leadership approaches
- how you help others to grow and succeed.

Our Value



Our Behaviours

We are courageous and try new ideas

We are honest and take responsibility

What this looks like: We demonstrate integrity by listening to others and taking ownership of our actions. We back each other to challenge the status-quo to keep improving.

Below are examples of how this looks in practice:

Expect to See

- ✓ I strive to deliver excellence and quality in my work, and seek ways to continuously improve what I do and how I do it
- ✓ I am dedicated to proactively and positively working with others to find innovative and practical solutions, engaging people in decisions that affect them and the service they provide
- ✓ I am committed to managing my own attitude and behaviour, being sensitive and emotionally aware of my impact on others, so others feel they can give and receive feedback
- ✓ I am honest, and make decisions in a transparent way, acknowledging when I don't know the answer.
- ✓ I take ownership of my actions and endeavour to learn from my mistakes, taking steps to put things right where possible
- ✓ I am curious about the experience of others, talking with them to understand and appreciate their perspective, and work together to resolve issues
- ✓ I act as a role model, speaking out when I have concerns about a risk, wrong-doing, or poor behaviour being demonstrated.

Leading the Way

- ✓ I explore progressive and different ways of thinking with others to deliver transformative change, taking decisive action and risks when necessary
- ✓ I address performance and behavioural issues, even when difficult, to support people to reflect on their impact and improve
- ✓ I promote a Speak Up Culture, proactively creating opportunities for everyone to make suggestions, constructively criticise, and be open about errors, without fear or blame
- ✓ I proactively seek feedback from others to ensure my communication demonstrates respect and adapt my leadership style accordingly
- ✓ I bring a positive, can-do attitude that helps make The Christie an enjoyable place to work
- ✓ I am an 'active bystander', supporting colleagues when seeing inappropriate behaviour.

Not See

- ✗ Act as gatekeepers of rules and policies and dismissing new ideas or ways of working
- ✗ Blaming others for your choices and actions when things don't go as expected
- ✗ Excuse or ignore hurtful or negative behaviours as a personality trait and leave them unchallenged
- ✗ Not speak out over concerns; shut down or ignore when concerns are raised to you
- ✗ Refusing to reflect on feedback when given
- ✗ Fail to address issues with colleagues as they arise, not appreciating that people have different perspectives
- ✗ Gossip, speak negatively about others, hold grudges, or demean and demoralise my colleagues

Our Value



Our Behaviours

We care for each other and our environment

We show appreciation and celebrate success

What this looks like: We are caring and compassionate, taking care of our environment and those within it. We remember that every person is different, and every interaction is a real moment in their lives.

Below are examples of how this looks in practice:

Expect to See

- ✓ I am welcoming to others, seeking to understand their needs and treat them how they would like to be treated
- ✓ I care for others' morale and wellbeing and take time to support colleagues when needed
- ✓ I show interest and listen to colleagues to build strong and friendly working relationships
- ✓ I maintain professional, inclusive and compassionate relationships with patients, ensuring that they are treated with respect and dignity
- ✓ I show my appreciation of others, giving praise and feedback to people I interact with, celebrating in their achievements
- ✓ I care about my environment, ensuring that it is a clean and enjoyable space to be, and look to reuse or recycle to consciously reduce waste.

Leading the Way

- ✓ I dedicate time to get to know my colleagues' motivations, interests, and pressures to care for their wellbeing
- ✓ I am flexible, keeping patients and colleagues at the centre of decision-making and adapting to new ways of working that supports the team's wellbeing and service delivery
- ✓ I create and contribute to safe spaces where the team can connect formally and informally to build warm and emotionally supportive relationships with each other
- ✓ I regularly make time for the team to come together and share their success and their feelings of achievement
- ✓ I frequently provide individuals with specific feedback, thank them for their contributions and promote colleagues' achievements internally and externally
- ✓ I consider how my decisions affect our environment, making choices and working with suppliers that contribute to our Carbon Net Zero Goal.

Not See

- ✗ Acting with indifference, insensitivity, or unkindness, including sarcastic comments
- ✗ Ignore others, ignore their needs and how they would like to be treated or interacted with
- ✗ Make people feel undervalued and not acknowledging their contributions and successes
- ✗ Talk about colleagues or patients like they aren't there and fail to respond to their needs
- ✗ Act inconsistently, demonstrating different behaviours with different people
- ✗ Recognising that something needs cleaning or fixing and leaving it to someone else to deal with
- ✗ Throwing away items that can be recycled, reused, or given away, or make decisions that negatively impacts the environment.

Our Value



Our Behaviours

We are inclusive

We work together as one team

What this looks like: We support each other, across disciplines and roles, to share insights, skills and resources, to deliver the highest standards of service delivery and patient care.

Below are examples of how this looks in practice:

Expect to See

- ✓ I am a team player, thinking about other people's pressures and willingly offering help, sharing my resources, time, and space
- ✓ I am inclusive, consider how my decisions impact others, and actively seek the voices of those who have different ideas, perspectives, customs, and backgrounds to myself
- ✓ I involve patients, their families, and carers fully in decisions about their individual care and treatment
- ✓ I focus on the strengths of others; take time to understand others' roles and responsibilities and learn from different specialisms to improve ways of working
- ✓ I take personal responsibility for my learning journey, reflecting on how I can connect with others to develop, learn, and grow
- ✓ I bring learning and ideas into the team to strengthen our ability to deliver great patient care.

Leading the Way

- ✓ I trust in others' abilities, empowering them to make their own decisions, and act as a sounding board for them to find their own solutions
- ✓ I take responsibility for the development of others and support them to flourish and grow in their careers. This includes inspiring shared learning and making time to reflect on how we do things
- ✓ I help connect people to the wider meaning of their work by being clear on how their role and responsibilities are meaningful and contributes to their area of work, and ultimately patient care
- ✓ I collaborate across team and department boundaries, and encourage networking across the organisation and trade unions to build relationships and shape innovative ways of working together
- ✓ I put the needs of patients and communities first, and work in partnership with other organisations and trade unions, and communities to provide and deliver improvements in our population's health and wellbeing.

Not See

- ✗ Dismiss others' ideas, not give time or space for others to contribute, not provide different methods for feedback
- ✗ See only the uniform and/or band and make negative judgements on their capabilities
- ✗ Only identify issues and problems, and oppose or shut down ideas and thoughts on how to address these
- ✗ Working alone or in silos and not sharing information or resources; not seeing those outside my team, specialism, or department as colleagues, including trade union partners
- ✗ Not consider how decisions or actions may exclude others from participating or otherwise have a negative impact on them, including being part of a clique
- ✗ Prevent access to facilitate learning and development opportunities for individuals or the team
- ✗ Dismissing experiential and on the job learning as valid and only viewing formal training as personal and professional development.