



Behavioural Framework

Introduction

The Behavioural Framework is divided into four key areas (our values) and sets out the standards of behaviour we can expect both to give and receive to our colleagues, and meet the expectations of our customers and stakeholders.

The areas are:

LISTEN

We will listen to all communities



VALUE

We will value, respect and respond to all (contributions)



CHALLENGE

We are ready to challenge and be challenged



INNOVATE

We will strive for excellence



The behaviours are:

- **Communication**
- **Building Relationships**
- **Making Decisions**
- **Being Accountable and Responsible**
- **Leadership**
- **Achieving Results**
- **Driving for Service Improvement**
- **Responding to Change**

COMMUNICATING



Conveys ideas and opinions clearly and confidently and adapts language and style to relate effectively to others. Is empathetic, takes time to listen and talk to people to understand their needs and gives appropriate consideration to the concerns expressed by others.

All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Speaks and writes clearly	Uses accurate and jargon free language to support a point of view	Expresses opinions, information and key points of an argument clearly and fluently	Explains coherently and convincingly the benefits of an argument or point of view
Adapts behaviour and language to relate effectively with others	Conveys ideas or concepts that are understandable and relevant to different levels of staff	Adapts communication style to suit a diverse range of audiences	Disseminates complex messages, interprets and communicates the relevance to others
Communicates information in an uncomplicated and focused way	Adapts the means of communication to ensure appropriateness, relevance and impact on staff	Communicates consistent messages to others, focuses on what is relevant	Creates a climate where compassion, empathy and respect for differences are the benchmarks
Empathises with the feelings of others	Shows empathy towards customers and colleagues	Shows appropriate attention towards the concerns expressed by others	Listens constructively and encourages others to share their views and priorities
Takes time to hear and consider what others say and need	Listens and considers the needs of others	Pays close attention to the priorities and needs of others	Uses systems which provide regular updates and shares information, monitoring the effectiveness of communication channels (e.g. through stakeholder feedback)
Expresses opinions when invited to do so	Early Warning Signs - Behavioural that would indicate areas for improvement		
Ensures appropriate confidentiality	<ul style="list-style-type: none"> • Disinterested in needs of others, lack of consideration for others views • Fails to share information or ideas with others, keeps information to themselves 		
Keeps relevant and up to date records	<ul style="list-style-type: none"> • Fails to build effective working relationships and work effectively in a team • Fails to thank others, acknowledge and/or recognise the contributions of others • Excludes others in the team • Fails to actively seek input from others • Lacks impact and awareness of how they are perceived by others 		

BUILDING RELATIONSHIPS

Builds effective relationships with a wide range of people both internal and external within the CCG and the wider community, relating well to people at all levels. Creates links with the local network (e.g. local authority and other provider organisations) looking for further opportunities to develop partnerships



All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Interacts well with others, e.g. peers partners, customers, stakeholders	Builds and maintains strong relationships inside and outside of the CCG	Builds strong relationships with key stakeholders, e.g. commissioners and other providers	Engages with key stakeholders to build strategic alliances, e.g. commissioners and other providers.
Relates well and demonstrates acceptance of staff at all levels	Conveys ideas or concepts that are understandable and relevant to different levels of staff	Proactively builds an effective local network that supports the organisational vision	Builds powerful networks across the local community which uses diversity positively in support of organisational vision
Works well with groups of people both internal and external to the organisation	Adapts the means of communication to ensure appropriateness, relevance and impact on staff	Constantly seeks opportunities to develop partnerships	Exploits opportunities for equal and diverse partnership working to maximum effect
Takes opportunities to work with relevant individuals	Shows empathy towards patients and colleagues	Shows appropriate attention towards the concerns expressed by others	Listens constructively and encourages others to share their views and priorities
Early Warning Signs - Behavioural that would indicate areas for improvement			
<ul style="list-style-type: none"> • Ignores or helps to fuel the barriers that prevent effective engagement with others • Fails to work with others • Works with other parts of the business or external parties only when absolutely necessary, allows relationships to deteriorate • Lacks knowledge about key partners within their sphere of influence, and/or other staff with whom they need to work • Is unconcerned in taking a partnership approach • Disinterested in needs of others, appears not to take into consideration the needs and views of others. • Is judgemental and/or discriminates against others 			

MAKING DECISIONS



Makes evidence based decisions by managing knowledge through gathering and analysing information and considering the wider picture. Empowers others by giving them the authority, information, resources and guidance to make decisions and implement them. Makes decisions in a timely manner regardless of pressure or uncertainty.

All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Makes decisions by taking all relevant information into account	Makes well-reasoned and logical decisions on available evidence	Is pragmatic in decision making, bases conclusions on available evidence	Analyses intelligence and uses it to inform operational decision making aligned to the strategic objectives
Gathers the information required to assist in their role and asks the right questions	Gathers and analyses information, Differentiates between what is key and what is irrelevant	Gathers and analyses information, Identifies relationships, patterns, cause and effect	Devises initiatives to ensure that critical information is integrated into the CCG in an effective and controlled manner.
Takes responsibility for own area of work	Empowers others to make decisions and take responsibility	Makes decisions in line with the strategic direction of the CCG.	Allocates power, responsibility and authority to appropriate staff
Makes timely decisions within the parameters of their role	Makes decisions quickly, demonstrates the ability to do so on the basis of incomplete information	Invests appropriate trust in others to Undertake individual responsibilities	Ensures equality and diversity issues are included in business planning processes
		Makes timely judgements and decision when faced with incomplete or conflicting information	Sets a vision for the future and what needs to happen to achieve it.
Early Warning Signs - Behavioural that would indicate areas for improvement			
<ul style="list-style-type: none"> • Decisions are illogical or not pragmatic • Accepts information at face value, fails to check or probe beyond the surface • Fails to make best use of evidence available when making decisions • Unable to make a decision, defers to others or delays • Exaggerates problems, sees difficulties as more extreme than is really the case • Fails to provide opportunities for others to make decisions, e.g. fails to provide necessary information, resources or guidance • Takes responsibility for carrying out and/or supporting the decisions of others 			

BEING ACCOUNTABLE AND RESPONSIBLE



Holds self and others accountable for delivering a high quality service and is aware of own and others strengths and limitations. Displays a willingness to learn and takes responsibility for own development and for standing up for what they believe in. Is confident in their ability to overcome obstacles and is willing to learn from their mistakes.

All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Works to high quality standards	Sets and monitors high quality standards for self and others	Takes responsibility for implementing high quality services	Develops strategies and systems to enable the delivery of high quality services
Aware of own strengths and development areas	Shares when appropriate own strengths and development areas	Communicates an awareness of own strengths and development areas	Provides a realistic portrayal of Personal capabilities and Talents
Is aware of own performance and seeks to continually improve it.	Seeks the support and guidance of more senior colleagues when appropriate	Only refers upwards when deemed Absolutely necessary.	Handles challenges and problems with minimal guidance
Seeks support when task is outside of own capability	Stands by own decisions and takes responsibility for them	Stands up for own interest and maintains own ground when facing opposition	Takes a stand for the benefit of the organisation
Stands up for what they believe in	Proactively seeks solutions to solve problems and overcome obstacles	Uses own experiences when facing and Resolving obstacles	Takes a strategic and inclusive perspective to overcome and resolve obstacles
Has a 'can do' approach when solving problems or issues	Takes full responsibility for own mistakes and uses them actively for learning		
is and acts 'corporately' at all times	Early Warning Signs - Behavioural that would indicate areas for improvement		
Uses mistakes as an opportunity for learning and takes full responsibility for this	<ul style="list-style-type: none"> • Blames others for mistakes or events • Fails to take responsibility for their own actions • Displays little self-insight about strengths and development areas • Works in a silo, fails to seek guidance when it would be appropriate to do so <ul style="list-style-type: none"> • Fails to stand up for what they believe in, goes for the easy options • Fails to actively seek out solutions, or continually defers upwards • Appears uncaring when mistakes are made and fails to identify how improvements can be made. 		

LEADERSHIP

Achieves excellence, and develops and promotes the vision and values of the Trust through personal leadership. Acts as a role model and facilitates the contribution of others by motivating and empowering them through coaching, mentoring and effectively managing performance, and provides clear direction and clarity of purpose to enable the effective provision of services.



All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
<p>Contributes to the direction of the effective delivery of services</p> <p>Motivates colleagues to achieve goals</p> <p>Takes responsibility for managing own performance</p> <p>Provides constructive feedback to peers</p> <p>Encourages others to have a positive and 'can do' approach</p>	<p>Communicates a clear way forward for the effective delivery of services</p> <p>Motivates staff to achieve individual and team goals</p> <p>Creates equal access to development opportunities for staff through training and coaching</p> <p>Sets clear performance targets for staff, provides constructive and effective feedback to others.</p> <p>Builds a strong team, encouraging ownership of successes and problems</p> <p>Role models and leads in a way that will develop a culture in which diversity is valued.</p>	<p>Explore future possibilities that The CCG can aspire to</p> <p>Inspires enthusiasm and a positive attitude from staff about their work</p> <p>Sets stretching and challenging performance targets for departments / units</p> <p>Empowers others to make decisions and take responsibility</p>	<p>Imagines future possibilities and sets and develops CCG strategy in line with Operational requirements</p> <p>Gets the best out of people, creates a climate where personal development is encouraged and supported</p> <p>Recognises the achievements and efforts of others to develop their career, acts as a coach/mentor</p> <p>Clarifies and sets organisational performance goals and objectives</p> <p>Creates a climate where individuals are empowered to make decisions and succeed</p>
<p>Early Warning Signs - Behavioural that would indicate areas for improvement</p> <ul style="list-style-type: none"> • Lacks clarity of purpose • Fails to demonstrate commitment to the Organisations decisions and performance requirements • Fails to support team members or encourage them to take responsibility for work • Fails to provide developmental or performance feedback to others about their achievements and efforts to develop their performance • Fails to identify or acknowledge others achievements • Delegates work in a haphazard way with no regard for individuals capability or skills • Fails to generate any enthusiasm amongst others. 			

ACHIEVING RESULTS

Prioritises and/or sets clearly defined objectives to produce positive results for the local community. Takes account of a wide range of issues, internal and external to LCHS in order to effectively identify and manage resources needed to meet targets.



All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Identifies action steps for achieving objectives	Sets clear objectives and targets to achieve positive results	Sets challenging objectives and targets to achieve positive results	Formulates organisational objectives that meet the needs of the local community
Makes sound judgements when prioritising tasks	Prioritises own and others workload in the face of competing demands	Establishes clear priorities for departments	Considers the impact of current organisational priorities on future possibilities
Gathers information from a wide range of sources	Proactively seeks information both internal and external to the CCG and wider NHS	Keeps abreast of key factors and issues internally and externally that can impact on the CCG	Monitors changes within the wider NHS marketplace and determines their impact on the CCG
Identifies and organises resources needed to accomplish tasks	Identifies and allocates resources to meet departmental objectives	Allocates resources effectively with provision for contingencies	Ensures availability of critical resources at an organisational level
Actions are documented and decisions made evidenced		Ensures equality and diversity issues are built into operational and project planning processes.	Ensures equality and diversity issues are included in business planning processes
<p>Early Warning Signs - Behavioural that would indicate areas for improvement</p> <ul style="list-style-type: none"> • Sets unclear or confusing objectives, or is unclear about own objectives • Disinterested in how own work impacts on the rest of the organisation • Strategies / plans are short-term and do not fully address the needs of future objectives, and /or is unaware of the future needs of the Organisation • Fails to consider the urgency or importance of tasks, does not prioritise • Is complacent about what needs to be achieved • Considers information from limited sources, fails to consider the wider picture • Poorly uses resources 			

DRIVING FOR SERVICE IMPROVEMENT



Continually seeks opportunities for service improvement by fostering a climate of creativity and innovation. Promotes organisational effectiveness by anticipating and dealing with problems and is willing to learn from others.

All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Stays focused on the goal of service improvement	Consults with colleagues to review and improve service delivery	Constantly seeks opportunities for service improvement	invests sustained effort in making a significant impact to service improvements in the local community
Considers the practical issues related to implementing new and different solutions	Produces creative solutions that meet the demands of the situation	Thinks creatively, develops new ideas about issues that impact on the local community	Champions, initiates and pilots service improvements across the CCG and the wider community
Anticipates problems and thinks ahead	Considers the impact of current work issues on future requirements	Anticipates the impact of complex issues on the long-term organisational goals	Anticipates the impact of future market conditions on achieving service excellence.
Displays a willingness to learn and shares learning	Seizes opportunities to share own experience and to learn from others	Uses feedback and learning to increase organisational effectiveness	Encourages a culture of continuous improvement and learning Actively builds relationships with diverse communities and extracts key issues when considering improvements to service delivery
Early Warning Signs - Behavioural that would indicate areas for improvement			
<ul style="list-style-type: none"> • Fails to involve or draw on the experience of colleagues in reviewing and improving processes • Makes no or few recommendations for service improvements • Fails to anticipate and deal with problems or issues that may impact negatively on service delivery. • Sticks to tried and tested approaches or safe options • Is driven by the need for personal recognition rather than the achievement of goals for the greater good • Fails to consider ways in which they can learn from others • Resists new ways of working 			

RESPONDING TO CHANGE



Is positive about the need for change and demonstrates a flexibility and willingness to embrace change. Deals effectively with ambiguity and adapts quickly to changing circumstances. Remains open to new ways of working, making positive use of the opportunities presented

All Staff	Team Leaders / Managers e.g. Bands 5-6	Middle Managers e.g. Bands 7-8a	Senior Managers e.g. Bands 8b+
Recognises opportunities for change	Improves work performance and systems by introducing new ideas	Constantly seeks new and more effective ways of doing things	Devises effective change initiatives that benefit the local community
Approaches situations from alternative and diverse viewpoints	Approaches situations from a breadth of diverse viewpoints	Approaches situations from a breadth of viewpoints is mentally agile	Champions new ideas and promotes the value of multiple perspectives
Works positively in uncertain situations	Communicates clear expectations of self and others in the change process	Adapts rapidly to changing circumstances and conflicting information	Cuts through ambiguity and complexity to achieve organisational goals
Enthusiastically supports change initiatives	Seizes opportunities to share own experience and to learn from others	Creates the conditions which enable individuals to embrace change	Acts as an agent for change and explains rationale behind key decisions
Speaks positively about change and the benefits it can bring	Consults with colleagues to review and improve current processes	Evaluates the wider implications of change and the impact it may have on people and processes	Inspires people to contribute to and lead change initiatives, ensuring that appropriate equality and diversity standards are incorporated
Demonstrates an understanding that service users are made up of diverse groups with different needs and preferences	Communicates changes to services / working practices in a positive and engaging manner		
Early Warning Signs - Behavioural that would indicate areas for improvement			
<ul style="list-style-type: none"> • Focuses only on the here and now • Fails to adapt to changes and continues to behave as if nothing has happened • Is resistant to or negative about change. • Is resistant to or negative about change • Is inflexible in thinking, and pays little attention to others viewpoints and suggestions • Considers how change will affect them but not the impact it may have on people, systems and processes • Is fixed in views, unwilling to adjust ideas in light of new information 			

