



Eich llais mewn iechyd | Your voice in health
a gofal cymdeithasol | and social care

Our Behaviour Framework

Introduction

This framework defines how we can all contribute to the success of our organisation and to our own successes as individuals and as a team. Adopting and embracing these behaviours will help to achieve our vision of a health and social care system where people get the services, they need in a way that works best for them.

What is the behaviour framework?

It is a set of core behaviours which define how we are expected to approach our work and sits alongside what we do. It details the behaviours and attitudes required by all our people. It supports the delivery of our strategic priorities and upholds our values and culture. It applies to all our people whether they are board members, volunteers or employees.

What does the term behaviour mean?

Behaviours demonstrate the attitude and approach we all bring to Llais. They encompass how we do things, what we say and how we say it, how we treat others and how we expect to be treated.

Why is this important to me?

This behaviour framework sets out the expectations of everyone at Llais.

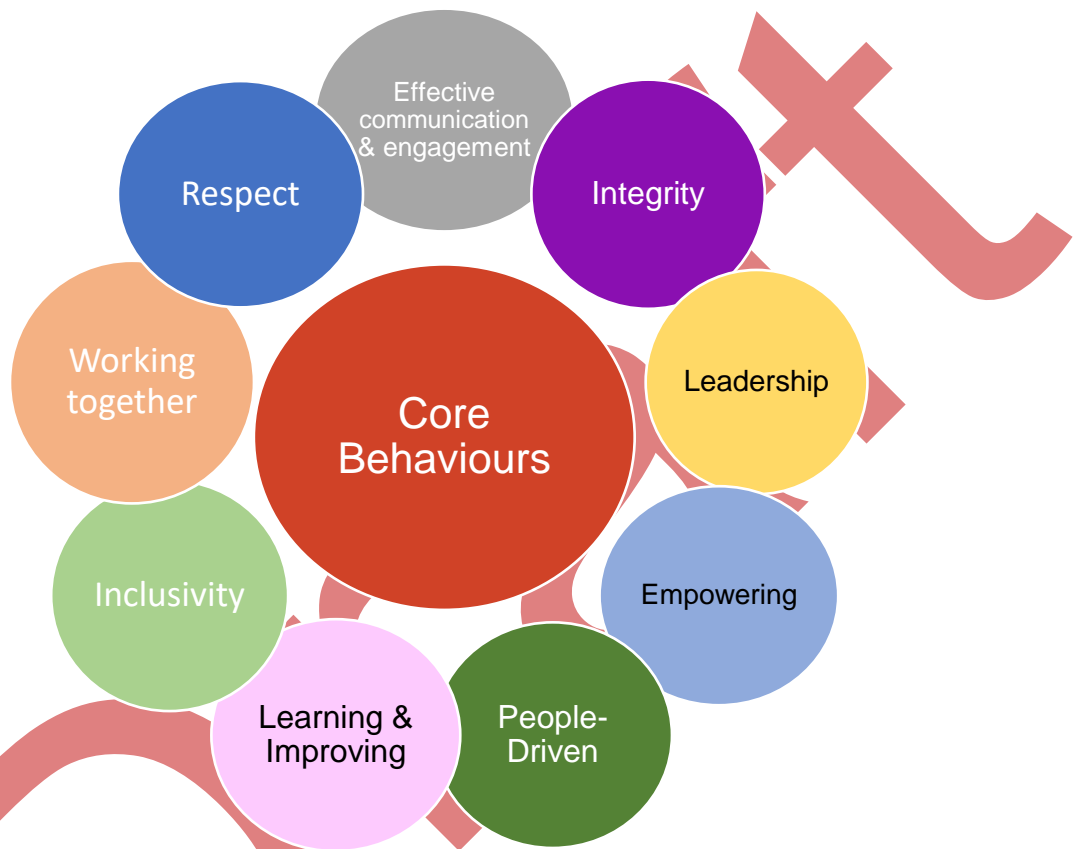
It is embedded into everything we do from recruitment and selection, through to our learning and development activities and through appraisals and development conversations. For staff it sets the standard by which we can identify our talented people, enabling our organisation to develop its workforce and plan for the future.

By demonstrating the behaviours within this framework, colleagues will contribute to making Llais an effective, positive and rewarding place to work and a well-respected and trusted organisation.

How to use the framework

The framework is designed to set out the behaviours we should all be striving to demonstrate in all of our activities. It should be used as an easy-to-use tool for our working relationships as well as using it alongside key people activities, such as recruitment, training, performance and development reviews.

The framework is made up of 9 core behaviours.



Each behaviour is split into 3 levels:

1. the behaviours that we expect of **everyone** at Llais
2. behaviours for those that want to **develop** or are in **People Management** roles
3. additional behaviours that are expected of **senior leaders and board members** or for those that want to **develop** further.

Additionally, there will be:

Examples of unhelpful behaviours for each level and behaviour. It's important that we all understand how these can negatively affect the people we work with and the service we provide. These are what we all need to avoid. They should not be displayed by anyone representing our organisation.

Effective communication and engagement	
Effective behaviours	Unhelpful behaviours
Everyone	
Participate fully in discussions, ensuring everyone feels heard.	Keeping key details to yourself when they should be shared with the team or organisation.
Regularly exchange constructive feedback to foster a culture of continuous improvement.	Providing feedback in a non-constructive, harsh, or demeaning manner.
Champion openness by sharing all necessary information freely.	Being vague or unclear in your communication, leading to confusion and mistrust.
Listen actively, showing you value others' input by summarising their points to confirm understanding.	Talking over others or dismissing their comments before they finish speaking.
Select the most suitable communication methods for different types of information and situations.	Relying on informal texts or emails for complex or sensitive topics.
Always communicate in an easy-to-understand way both in written and verbal communication.	Use overly complicated or confusing language/jargon.
People managers	
Cultivate an environment that encourages open and respectful communication.	Overlooking ongoing communication issues within your team.
Develop both spoken and written communication skills across the team.	Skipping opportunities to improve the team's communication skills.
Evaluate and update team communication methods to stay effective and relevant.	Clinging to outdated communication methods that no longer serve the team well.
Hold sessions where team members can voice their concerns and suggestions without fear.	Ignoring feedback from team members or penalising them for speaking up.
Model exemplary communication practices, setting a high standard for the team.	Not practicing the communication standards you expect from your team.

Senior leaders and board members

Enable people to participate fully in discussions, ensuring everyone feels heard.

Regularly exchange constructive feedback to foster a culture of continuous improvement.

Champion openness by sharing all necessary information freely.

Select the most suitable communication methods for different types of information and situations.

Always communicate in an easy-to-understand way both in written and verbal communication.

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Integrity	
Effective behaviours	Unhelpful behaviours
Everyone	
Demonstrate honesty in all your dealings	Compromising on honesty for convenience or personal benefit.
Adhere strictly to Llais policies and ethical guidelines.	Ignoring policies or ethical guidelines when it suits your needs.
Speak up against dishonesty or unethical behaviour.	Remaining silent when witnessing unethical practices.
Make decisions based on fairness and ethical considerations, not personal gain.	Making decisions that favour personal or small-group interests over fairness.
Maintain confidentiality of sensitive information.	Sharing confidential information inappropriately.
People managers	
Set a clear example of ethical behaviour for teams	Displaying questionable ethics that confuse or mislead team members.
Ensure that all team members understand and follow the Llais standards and policies.	Failing to educate or inform team members about standards, expectations and policies.
Address ethical breaches firmly and fairly when they occur.	Overlooking ethical breaches to avoid conflict or paperwork.
Encourage an open environment where team members feel safe to discuss ethical dilemmas.	Discouraging team members from voicing concerns about ethical issues.
Regularly review team practices to ensure they align with standards.	Continuing team practices that compromise standards.
Senior leaders and board members	
Champion the development and implementation of robust ethical policies across Llais.	
Lead initiatives that build trust and accountability.	
Regularly communicate the importance of ethics and integrity in achieving our goals.	
Monitor Llais adherence to standards and make adjustments as needed.	
Act as a role model in all professional dealings, demonstrating the highest standards of behaviour.	

Empowering	
Effective behaviours	Unhelpful behaviours
Everyone	
Take initiative within your role and actively seek opportunities to contribute beyond routine tasks.	Avoiding taking on new responsibilities or challenges.
Support and encourage your colleagues to make decisions and take on new challenges.	Discouraging colleagues from making decisions or trying new approaches.
Share resources and knowledge to empower others around you.	Withholding information or resources that could help others succeed.
Provide constructive feedback to peers to help them grow and improve.	Giving feedback that is critical without being constructive.
Celebrate the successes of your colleagues, recognising their contributions and efforts.	Failing to acknowledge or celebrate the achievements of others.
People managers	
Delegate meaningful tasks and responsibilities to team members, providing them with the chance to lead projects.	Micromanaging team members, stifling their independence and growth.
Mentor and coach people to develop their skills and confidence.	Not providing adequate support or guidance when delegating tasks.
Create an environment where team members feel safe to take risks and innovate.	Creating a fear-based environment where mistakes are not tolerated.
Regularly review and adjust the level of autonomy given to each team member based on their growth and development.	Not offering team members a new challenge or offering opportunities for development when they are ready for them.
Encourage team members to set their own goals and support them in achieving these goals.	Ignoring team members' input on their own career development or objectives.
Senior leaders and board members	
Establish a culture that prioritises empowerment across the organisation.	
Implement policies and structures that support autonomy and personal growth at all levels.	
Sponsor and support leadership development programmes that nurture future leaders.	
Ensure that managers and leaders have the tools and training to effectively empower their teams.	
Monitor and celebrate examples of successful empowerment and leadership within the organisation.	

People driven	
Effective behaviours	Unhelpful behaviours
Everyone	
Actively listen and respond to the needs and feedback of colleagues and clients.	Ignoring or dismissing the concerns and feedback of others.
Demonstrate empathy in all interactions, recognising the personal circumstances of others.	Showing a lack of empathy or understanding for other people's situations.
Participate in and support initiatives that enhance our values and culture.	Opting out of participation in initiatives aimed at improving organisational culture.
Advocate for decisions that improve services for everyone.	Making decisions without considering their impact on people.
Consistently show respect and consideration for others.	Being disrespectful or inconsiderate of others.
People managers	
Foster a supportive and responsive team environment where everyone feels valued.	Creating a work environment where team members feel undervalued.
Encourage people to express their needs and ensure they are addressed.	Ignoring or overlooking the personal needs of others.
Implement policies that promote work-life balance and well-being.	Failing to support policies that facilitate a healthy work-life balance.
Provide resources and opportunities for team development focused on people skills.	Neglecting the development of interpersonal skills within the team.
Regularly assess team morale and address any issues promptly.	Letting team morale issues persist without intervention.
Senior leaders and board members	
Lead strategies that prioritise the well-being of our people and the people that use our services.	
Ensure that people-centred values are integrated into all business and board decisions.	
Champion programmes that promote diversity, inclusion, and equity	
Oversee the creation of policies that support health, safety, and people development.	
Set an example by engaging personally in initiatives that benefit our people, our partners and the people that use our services.	

Learning and improving	
Effective behaviours	Unhelpful behaviours
Everyone	
Continuously seek personal and professional development opportunities.	Ignoring opportunities for training or professional development.
Apply new knowledge and skills to enhance role performance.	Failing to apply new skills or knowledge.
Share insights and learnings with others to help a culture of growth.	Withholding useful information or learnings from colleagues.
Actively participate in learning sessions and workshops.	Showing disinterest or passive participation in learning activities.
Reflect on feedback and constructively incorporate it into your work.	Dismissing feedback or not making efforts to improve based on it.
People managers	
Encourage and facilitate learning opportunities for your team.	Not prioritising, planning or resourcing team learning and development.
Mentor team members and provide resources for their professional growth.	Failing to provide guidance or mentorship to team members.
Foster a team environment that values continuous improvement.	Creating a work environment that does not encourage or value learning.
Regularly review and adapt team processes based on new learnings.	Sticking rigidly to old methods without considering new, more effective options.
Celebrate and reward efforts and achievements in learning and improvement.	Overlooking the importance of acknowledging and rewarding learning achievements.
Senior leaders and board members	
Champion the importance of learning and innovation across Llais	
Ensure policies and resources are in place to support ongoing professional development.	
Lead by example by engaging in high-level educational opportunities.	
Integrate cutting-edge research and industry trends into strategic planning.	
Regularly evaluate and update Llais's learning strategies.	

Inclusivity	
Effective behaviours	Unhelpful behaviours
Everyone	
Actively participate in diversity and inclusion learning and initiatives.	Opting out of diversity learning or not engaging in inclusion initiatives.
Encourage and support a diverse range of voices and perspectives to be a part of every conversation.	Dominating conversations or not allowing diverse opinions to be heard.
Challenge and report discriminatory behaviours or comments.	Ignoring or excusing discriminatory remarks or behaviours
Seek to understand and respect cultural differences and unique perspectives.	Showing insensitivity or indifference to cultural differences.
Advocate for policies and practices that enhance accessibility and fairness.	Resisting changes designed to improve workplace inclusivity and equity.
People managers	
Foster an inclusive environment where diversity is visibly valued and promoted.	Failing to foster a culture that values diversity.
Implement recruitment and retention strategies that focus on diversity and equal opportunity.	Overlooking the importance of diversity in recruiting and team development.
Provide opportunities for people to share their experiences and learn from each other.	Not providing platforms for diverse people to express their views.
Regularly review team practices to ensure they support inclusivity.	Maintaining policies or practices that inadvertently exclude certain groups.
Lead discussions on inclusivity to deepen understanding and commitment.	Avoiding or shutting down discussions about inclusivity and diversity.
Senior leaders and board members	
Create and champion policies that ensure inclusivity at every level of Llais.	
Oversee the implementation of a comprehensive Strategic Equity, Diversity and Inclusion strategy.	
Regularly engage with diverse groups to gather insights and feedback.	
Ensure that inclusivity metrics are part of performance monitoring.	
Lead by example, demonstrating a commitment to inclusivity in all professional interactions.	

Working together	
Effective behaviours	Unhelpful behaviours
Everyone	
Actively collaborate with people inside and outside Llais, sharing information and resources freely.	Withholding information or resources that could benefit other projects.
Engage in team projects with enthusiasm and commitment.	Showing a lack of engagement or enthusiasm in team activities.
Offer help to people when needed and accept help when offered.	Refusing to help others or consistently working in isolation.
Participate in meetings and contribute positively to discussions.	Being passive or negative in meetings, or not contributing constructively.
Respect diverse perspectives and work to integrate them into solutions.	Dismissing or undervaluing the ideas and contributions of others.
People managers	
Foster a team environment that encourages collaboration and open communication.	Allowing a competitive or siloed atmosphere to develop within the team.
Organise team-building activities to strengthen relationships and improve teamwork.	Neglecting the importance of team-building and relationship enhancement.
Mediate conflicts within the team, promoting understanding and compromise.	Ignoring conflicts or not addressing them constructively.
Recognise and reward collaborative efforts and team achievements.	Failing to acknowledge or reward teamwork, focusing only on individual achievements.
Ensure that team goals are clear and aligned with organisational objectives.	Setting vague or misaligned team goals that confuse or demotivate team members.
Senior leaders and board members	
Champion organisational strategies that emphasise collaboration across departments.	
Develop policies that facilitate seamless cooperation between different parts of the organisation.	
Lead by example in cross-departmental projects, demonstrating effective teamwork.	
Regularly communicate the importance of working together to achieve strategic goals.	
Ensure that collaboration tools and systems are available and effective across the organisation.	

Leadership	
Effective behaviours	Unhelpful behaviours
Everyone	
Demonstrate initiative by leading projects and tasks within your scope.	Avoiding responsibilities or showing reluctance to take on roles or responsibilities within your scope.
Inspire others through your commitment to Llais goals.	Demonstrating a lack of commitment or disinterest in Llais goals.
Show resilience and positivity in the face of challenges.	Becoming easily discouraged by setbacks or spreading negativity.
Take responsibility for your actions and their impacts on others.	Shifting blame to others or refusing to accept accountability for mistakes.
Support and motivate others, contributing to a positive atmosphere.	Failing to support or encourage others effectively.
People managers	
Actively develop the leadership skills of team members through coaching and mentoring.	Neglecting the development of team members' leadership potential.
Set clear goals and expectations for the team, providing direction and support.	Providing vague goals or insufficient guidance, leading to confusion and lack of direction.
Encourage innovation and autonomy among team members.	Discouraging new ideas or methods proposed by team members.
Address challenges proactively, leading by example during difficult situations.	Reacting passively to problems or failing to lead decisively in crises.
Recognise and reward leadership qualities and achievements within the team.	Overlooking or undervaluing the contributions and successes of team leaders.
Senior leaders and board members	
Champion the development of a strong leadership culture throughout Llais.	
Ensure that leadership development programmes are aligned with our needs and goals.	
Make strategic decisions that steer us towards long-term success.	
Foster an environment of accountability and transparency at all levels.	
Lead major change initiatives, demonstrating commitment to our development.	

Respect	
Effective behaviours	Unhelpful behaviours
Everyone	
Treat everyone with dignity and kindness in every interaction.	Disregarding or minimising others' opinions or contributions.
Actively listen to others, acknowledging and considering their viewpoints.	Using dismissive or derogatory language during discussions.
Communicate politely, using respectful language in all forms of communication.	Engaging in or tolerating gossip and inappropriate conversations.
Address conflicts constructively, seeking solutions that respect all parties involved.	Escalating conflicts or responding aggressively instead of seeking understanding.
Respect the privacy and personal boundaries of others.	Violating others' privacy or overstepping personal boundaries.
People managers	
Foster an inclusive team culture where respect is a fundamental value.	Allowing a team environment where disrespectful behaviour goes unchecked.
Train team members on respectful communication and conflict resolution skills.	Failing to provide learning or guidance on respectful practices.
Model respectful behaviour in every managerial action and decision.	Demonstrating bias or favouritism in decision-making or interactions.
Address instances of disrespect among team members promptly and fairly.	Ignoring complaints or signs of disrespectful behaviour in the team.
Promote understanding and appreciation of cultural and individual differences.	Neglecting the importance of diversity and cultural sensitivity.
Senior leaders and board members	
Champion policies and initiatives that ensure respect is maintained in Llais.	
Build a diverse and inclusive workplace.	
Set high standards for executive conduct, ensuring that leaders act as role models for respect.	
Regularly review and reinforce our values and behaviours.	
Implement and support systems that allow our people to report disrespect safely and confidentially.	