



OUR BEHAVIOUR FRAMEWORK

LLAIS

Eich llais chi mewn iechyd a aofal | Your voice in health and social care



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**:

Effective communication
and engagement

Integrity

Empowering

Leadership

Learning & Improvement

People-driven

Inclusivity

Working together

Respect



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 BEHAVIOURS

EVERYONE

- 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.
- Listen actively, showing you value others' input by summarising their points to confirm understanding.
- 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.

PEOPLE MANAGERS

- Cultivate an environment that encourages open and respectful communication.
- Develop both spoken and written communication skills across the team.
- Evaluate and update team communication methods to stay effective and relevant.
- Hold sessions where team members can voice their concerns and suggestions without fear.
- Model exemplary communication practices, setting a high standard for the team.
- Always communicate in an easy-to-understand way both in written and verbal communication.

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.

Your voice in health
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UNHELPFUL BEHAVIOURS

EVERYONE

- Keeping key details to yourself when they should be shared with the team or organisation.
- Providing feedback in a nonconstructive, harsh, or demeaning manner.
- Being vague or unclear in your communication, leading to confusion and mistrust.
- Talking over others or dismissing their comments before they finish speaking.
- Relying on informal texts or emails for complex or sensitive topics.
- Use overly complicated or confusing language/jargon.

PEOPLE MANAGERS

- Overlooking ongoing communication issues within your team.
- Skipping opportunities to improve the team's communication skills.
- Clinging to outdated communication methods that no longer serve the team well.
- Ignoring feedback from team members or penalising them for speaking up.
- Not practicing the communication standards you expect from your team.

SENIOR LEADERS AND BOARD MEMBERS

- Discouraging or overlooking open dialogue. Dismissing or avoiding input from others, particularly when their opinions challenge your own or the status quo.
- Being inaccessible. Failing to make time for or engage with our people at all levels, creating a perception that communication is not a priority or that leaders are out of touch with everyday challenges.
- Dismissing feedback. Reacting defensively to constructive criticism or failing to act on feedback provided by our people or partners, discouraging a culture of continuous improvement.
- Ignoring the impact of tone. Using a condescending or dismissive tone, whether intentional or not, which can alienate or demotivate others and harm team morale.
- Failing to share, where appropriate, key information. Keeping critical details to themselves, leading to poor decision making and mistrust.
- Overlooking communication barriers. Not addressing or accommodating different communication needs, such as language barriers, accessibility issues, or diverse learning styles within the organisation.



EFFECTIVE BEHAVIOURS

EVERYONE

- Demonstrate honesty in all your dealings.
- Adhere strictly to Llais policies and ethical guidelines.
- Speak up against dishonesty or unethical behaviour.
- Make decisions based on fairness and ethical considerations, not personal gain.
- Maintain confidentiality of sensitive information.

PEOPLE MANAGERS

- Set a clear example of ethical behaviour for teams.
- Ensure that all team members understand and follow the Llais standards and policies.
- Address ethical breaches firmly and fairly when they occur.
- Encourage an open environment where team members feel safe to discuss ethical dilemmas.
- Regularly review team practices to ensure they align with 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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Compromising on honesty for convenience or personal benefit.
- Ignoring policies or ethical guidelines when it suits your needs.
- Remaining silent when witnessing unethical practices.
- Making decisions that favour personal or small-group interests over fairness.
- Sharing confidential information inappropriately.

PEOPLE MANAGERS

- Displaying questionable ethics that confuse or mislead team members.
- Failing to educate or inform team members about standards, expectations and policies.
- Overlooking ethical breaches to avoid conflict or paperwork.
- Discouraging team members from voicing concerns about ethical issues.
- Continuing team practices that compromise standards.

SENIOR LEADERS AND BOARD MEMBERS

- Overlooking or delaying the creation of essential ethical policies, treating them as a low priority compared to other organisational matters.
- Undermining trust by avoiding transparency in decision-making processes or failing to follow through on commitments.
- Rarely or never discussing the role of ethics in the organisation, creating an environment where integrity is seen as an afterthought.
- Failing to review or address adherence to standards, even when issues or complaints are brought to your attention, allowing problems to persist unchecked.
- Displaying hypocritical behaviour, such as expecting others to act ethically while disregarding these standards yourself.



EFFECTIVE BEHAVIOURS

EVERYONE

- Take initiative within your role and actively seek opportunities to contribute beyond routine tasks.
- Support and encourage your colleagues to make decisions and take on new challenges.
- Share resources and knowledge to empower others around you.
- Provide constructive feedback to peers to help them grow and improve.
- Celebrate the successes of your colleagues, recognising their contributions and efforts.

PEOPLE MANAGERS

- Delegate meaningful tasks and responsibilities to team members, providing them with the chance to lead projects.
- Mentor and coach people to develop their skills and confidence.
- Create an environment where team members feel safe to take risks and innovate.
- Regularly review and adjust the level of autonomy given to each team member based on their growth and development.
- Encourage team members to set their own goals and support them in achieving these goals.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Avoiding taking on new responsibilities or challenges.
- Discouraging colleagues from making decisions or trying new approaches.
- Withholding information or resources that could help others succeed.
- Giving feedback that is critical without being constructive.
- Failing to acknowledge or celebrate the achievements of others.

PEOPLE MANAGERS

- Micromanaging team members, stifling their independence and growth.
- Not providing adequate support or guidance when delegating tasks.
- Creating a fear-based environment where mistakes are not tolerated.
- Not offering team members a new challenge or offering opportunities for development when they are ready for them.
- Ignoring team members' input on their own career development or objectives.

SENIOR LEADERS AND BOARD MEMBERS

- Maintaining a top-down, micromanagement style that stifles initiative and discourages staff from taking ownership of their work.
- Creating rigid policies that limit flexibility and fail to accommodate individual development needs or innovative approaches.
- Neglecting investment in leadership development, or cancelling such programmes when facing pressures, showing a lack of commitment to growing talent.
- Providing inadequate or outdated resources and learning, leaving managers ill-equipped to foster an empowering environment.
- Failing to acknowledge or celebrate achievements, or worse, taking credit for others' successes, demotivating teams and individuals.



EFFECTIVE BEHAVIOURS

EVERYONE

- Actively listen and respond to the needs and feedback of colleagues and clients.
- Demonstrate empathy in all interactions, recognising the personal circumstances of others.
- Participate in and support initiatives that enhance our values and culture.
- Advocate for decisions that improve services for everyone.
- Consistently show respect and consideration for others.

PEOPLE MANAGERS

- Foster a supportive and responsive team environment where everyone feels valued.
- Encourage people to express their needs and ensure they are addressed.
- Implement policies that promote work-life balance and well-being.
- Provide resources and opportunities for team development focused on people skills.
- Regularly assess team morale and address any issues promptly.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Ignoring or dismissing the concerns and feedback of others.
- Showing a lack of empathy or understanding for other people's situations.
- Opting out of participation in initiatives aimed at improving organisational culture.
- Making decisions without considering their impact on people.
- Being disrespectful or inconsiderate of others.

PEOPLE MANAGERS

- Creating a work environment where team members feel undervalued.
- Ignoring or overlooking the personal needs of others.
- Failing to support policies that facilitate a healthy work-life balance.
- Neglecting the development of interpersonal skills within the team.
- Letting team morale issues persist without intervention.

SENIOR LEADERS AND BOARD MEMBERS

- Focusing on short-term goals and cost-cutting measures at the expense of the well-being of our people and service users, ignoring their needs and concerns.
- Making decisions based purely on financial or operational efficiency without considering the human impact, undermining the organisation's values.
- Paying lip service to diversity and inclusion efforts without taking meaningful action, or tolerating exclusionary practices within the organisation.
- Approving or ignoring policies that put people at risk, or neglecting to update outdated policies that no longer meet the needs of our people or service users.
- Remaining disengaged from key initiatives, or showing a lack of genuine interest, which discourages others from participating and undermines organisational morale.
- Allowing poor morale and culture to persist by neglecting to address issues and failing to promote and foster a supportive and inclusive environment.



EFFECTIVE BEHAVIOURS

EVERYONE

- Continuously seek personal and professional development opportunities.
- Apply new knowledge and skills to enhance role performance.
- Share insights and learnings with others to help a culture of growth and innovation.
- Actively participate in learning sessions and workshops.
- Reflect on feedback and constructively incorporate it into your work.

PEOPLE MANAGERS

- Encourage and facilitate learning opportunities for your team.
- Mentor team members and provide resources for their professional growth.
- Foster a team environment that values continuous improvement.
- Regularly review and adapt team processes based on new learnings.
- Celebrate and reward efforts and achievements in learning and improvement.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Ignoring opportunities for training or professional development.
- Failing to apply new skills or knowledge.
- Withholding useful information or learnings from colleagues.
- Showing disinterest or passive participation in learning activities.
- Dismissing feedback or not making efforts to improve based on it.

PEOPLE MANAGERS

- Not prioritising, planning or resourcing team learning and development.
- Failing to provide guidance or mentorship to team members.
- Creating a work environment that does not encourage or value learning.
- Sticking rigidly to old methods without considering new, more effective options.
- Overlooking the importance of acknowledging and rewarding learning achievements.

SENIOR LEADERS AND BOARD MEMBERS

- Resisting new ideas or dismissing innovative approaches without proper consideration, creating a culture resistant to change and growth.
- Allocating minimal or no budget for professional development or creating barriers that make it difficult for our people to access learning opportunities.
- Avoiding or showing disinterest in participating in educational or skill-enhancement activities, sending a message that continuous learning is unimportant for leadership.
- Basing strategic decisions on outdated practices or ignore emerging trends, putting the organisation at risk of falling behind in effectiveness and relevance.
- Neglecting to review or update learning initiatives, leading to stagnant growth and a lack of adaptation to new challenges or opportunities.



EFFECTIVE BEHAVIOURS

EVERYONE

- Actively participate in diversity and inclusion learning and initiatives.
- Encourage and support a diverse range of voices and perspectives to be a part of every conversation.
- Challenge and report discriminatory behaviours or comments.
- Seek to understand and respect cultural differences and unique perspectives.
- Advocate for policies and practices that enhance accessibility and fairness.

PEOPLE MANAGERS

- Foster an inclusive environment where diversity is visibly valued and promoted.
- Implement recruitment and retention strategies that focus on diversity and equal opportunity.
- Provide opportunities for people to share their experiences and learn from each other.
- Regularly review team practices to ensure they support inclusivity.
- Lead discussions on inclusivity to deepen understanding and commitment.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Opting out of diversity learning or not engaging in inclusion initiatives.
- Dominating conversations or not allowing diverse opinions to be heard.
- Ignoring or excusing discriminatory remarks or behaviours.
- Showing insensitivity or indifference to cultural differences.
- Resisting changes designed to improve workplace inclusivity and equity.

PEOPLE MANAGERS

- Failing to foster a culture that values diversity.
- Overlooking the importance of diversity in recruiting and team development.
- Not providing platforms for diverse people to express their views.
- Maintaining policies or practices that inadvertently exclude certain groups.
- Avoiding or shutting down discussions about inclusivity and diversity.

SENIOR LEADERS AND BOARD MEMBERS

- Allowing outdated or exclusionary practices to continue unchallenged, or failing to address systemic biases within the organisation.
- Treating the strategy as a checkbox exercise, lacking follow-through or meaningful integration into the organisation's culture and daily operations.
- Engaging with diverse communities only sporadically or superficially, without making genuine efforts to understand or act on their perspectives.
- Ignoring or downplaying inclusivity metrics or failing to use the data gathered to make tangible improvements, rendering the monitoring process ineffective.
- Exhibiting behaviours that contradict inclusivity values, such as making insensitive remarks or showing preference for certain groups, which undermines trust and credibility.



EFFECTIVE BEHAVIOURS

EVERYONE

- Actively collaborate with people inside and outside Llais, sharing information and resources freely.
- Engage in team projects with enthusiasm and commitment.
- Offer help to people when needed and accept help when offered.
- Participate in meetings and contribute positively to discussions.
- Respect diverse perspectives and work to integrate them into solutions.

PEOPLE MANAGERS

- Foster a team environment that encourages collaboration and open communication.
- Organise team-building activities to strengthen relationships and improve teamwork.
- Mediate conflicts within the team, promoting understanding and compromise.
- Recognise and reward collaborative efforts and team achievements.
- Ensure that team goals are clear and aligned with organisational objectives.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Withholding information or resources that could benefit other projects.
- Showing a lack of engagement or enthusiasm in team activities.
- Refusing to help others or consistently working in isolation.
- Being passive or negative in meetings, or not contributing constructively.
- Dismissing or undervaluing the ideas and contributions of others.

PEOPLE MANAGERS

- Allowing a competitive or siloed atmosphere to develop within the team.
- Neglecting the importance of team-building and relationship enhancement.
- Ignoring conflicts or not addressing them constructively.
- Failing to acknowledge or reward teamwork, focusing only on individual achievements.
- Setting vague or misaligned team goals that confuse or demotivate team members.

SENIOR LEADERS AND BOARD MEMBERS

- Promoting a siloed approach by prioritising departmental goals over organisational ones, or failing to address conflicts between teams.
- Creating or maintaining rigid policies that complicate or hinder collaboration, making it difficult for teams to work together efficiently.
- Avoiding participating in or supporting collaborative initiatives or showing a lack of interest in cross-departmental efforts, which discourages teamwork.
- Failing to communicate or minimising the significance of collaboration, leading to misunderstandings about the organisation's priorities and creating a culture of isolation.
- Neglecting to invest in or update collaboration tools, or ignoring feedback designed to drive improvements, causing frustration and hampering effective teamwork.



EFFECTIVE BEHAVIOURS

EVERYONE

- Demonstrate initiative by leading projects and tasks within your scope.
- Inspire others through your commitment to Llais goals.
- Show resilience and positivity in the face of challenges.
- Take responsibility for your actions and their impacts on others.
- Support and motivate others, contributing to a positive atmosphere.

PEOPLE MANAGERS

- Actively develop the leadership skills of team members through coaching and mentoring.
- Set clear goals and expectations for the team, providing direction and support.
- Encourage innovation and autonomy among team members.
- Address challenges proactively, leading by example during difficult situations.
- Recognise and reward leadership qualities and achievements within the team.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Avoiding responsibilities or showing reluctance to take on roles or responsibilities within your scope.
- Demonstrating a lack of commitment or disinterest in Llais goals.
- Becoming easily discouraged by setbacks or spreading negativity.
- Shifting blame to others or refusing to accept accountability for mistakes.
- Failing to support or encourage others effectively.

PEOPLE MANAGERS

- Neglecting the development of team members' leadership potential.
- Providing vague goals or insufficient guidance, leading to confusion and lack of direction.
- Discouraging new ideas or methods proposed by team members.
- Reacting passively to problems or failing to lead decisively in crises.
- Overlooking or undervaluing the contributions and successes of team leaders.

SENIOR LEADERS AND BOARD MEMBERS

- Ignoring or undermining leadership development efforts or failing to address poor leadership practices that negatively impact the organisation's culture.
- Approving programmes that are disconnected from the organisation's strategic needs or failing to review and update them to remain relevant.
- Prioritising short-term gains or making reactive decisions without considering the long-term impact, jeopardising the organisation's sustainability.
- Avoiding taking responsibility for mistakes or making decisions behind closed doors without clear communication, which erodes trust and accountability.
- Resisting necessary changes or failing to engage meaningfully in transformation efforts, leaving our people feeling unsupported and the organisation stagnant.



EFFECTIVE BEHAVIOURS

EVERYONE

- Treat everyone with dignity and kindness in every interaction.
- Actively listen to others, acknowledging and considering their viewpoints.
- Communicate politely, using respectful language in all forms of communication.
- Address conflicts constructively, seeking solutions that respect all parties involved.
- Respect the privacy and personal boundaries of others.

PEOPLE MANAGERS

- Foster an inclusive team culture where respect is a fundamental value.
- Train team members on respectful communication and conflict resolution skills.
- Model respectful behaviour in every managerial action and decision.
- Address instances of disrespect among team members promptly and fairly.
- Promote understanding and appreciation of cultural and individual differences.

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.



UNHELPFUL BEHAVIOURS

EVERYONE

- Disregarding or minimising others' opinions or contributions.
- Using dismissive or derogatory language during discussions.
- Engaging in or tolerating gossip and inappropriate conversations.
- Escalating conflicts or responding aggressively instead of seeking understanding.
- Violating others' privacy or overstepping personal boundaries.

PEOPLE MANAGERS

- Allowing a team environment where disrespectful behaviour goes unchecked.
- Failing to provide learning or guidance on respectful practices.
- Demonstrating bias or favouritism in decision-making or interactions.
- Ignoring complaints or signs of disrespectful behaviour in the team.
- Neglecting the importance of diversity and cultural sensitivity.

SENIOR LEADERS AND BOARD MEMBERS

- Tolerating disrespectful behaviour or failing to enforce policies that promote respect, creating an environment where incivility goes unchecked.
- Ignoring or dismissing the value of diversity or engaging in tokenism by promoting diversity only superficially without meaningful support or integration.
- Exhibiting or excusing disrespectful behaviour among leaders, undermining the culture of respect and setting a poor example for the organisation.
- Neglecting to revisit or uphold organisational values, allowing them to become mere words with no real influence on behaviour or culture.
- Dismissing or mishandling reports of disrespect, or creating an environment where people fear retaliation for speaking up, discouraging them from reporting issues.

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