



Herefordshire & Worcestershire

# ICS Leadership Behaviours

# A Message from Crishni Waring

## Herefordshire & Worcestershire Integrated Care Board Chair



I am delighted to introduce you to our Integrated Care System (ICS) Leadership Behaviours for Herefordshire and Worcestershire. These describe the behaviours that colleagues from across our system said are really important to them to experience at work, and particularly when working across and between organisations and sectors within our ICS

We have a vision in Herefordshire and Worcestershire ICS of “Good Health and Wellbeing for Everyone”. We know that this vision can only be achieved by all of us from our different professions, organisations, sectors and localities working collaboratively together.

How we behave and treat each other when we are working collaboratively ‘as a system’ really matters. It makes a tangible difference to every individual’s experience of work and directly impacts on the experience of those who access our health, care and wellbeing services. We all want people’s experiences of work, health and care to be positive. And we can each play a key role in enabling this when we are working with one another across our ICS, by choosing and committing to be:

- **Open and honest in our interactions with each other**
- **Inclusive and involving of everyone**
- **Courageous in the decisions we make**
- **Compassionate in our approach to one another**
- **Innovative with how we make improvements**

Thank you all for your continued hard work and dedication to the health, care and wellbeing of the people of Herefordshire and Worcestershire. I look forward to what we will continue to achieve together.



## Why are Behaviours Important?

Our behaviours are about how we treat one another – what we do, what we say, and importantly how we do and say those things. Our behaviours are key within Herefordshire and Worcestershire Integrated Care System for enabling us all to:

- Have a positive experience of work
- Bring our whole, authentic selves to everything we do
- Achieve our shared goals and ambitions for delivering the highest quality health, care and wellbeing services for the people of Herefordshire and Worcestershire

How we behave and treat one another really matters and makes a powerful difference to our effectiveness and to the experience of all those we encounter through our work.

## What are the ICS Leadership Behaviours?

Our ICS Leadership Behaviours describe how people from all partner organisations and sectors in Herefordshire and Worcestershire Integrated Care System want to be, behave and engage with each other when working collaboratively across the system.

These behaviours have been co-designed with colleagues from across organisations, sectors, professions and backgrounds to reflect what people have said is important to them when working in Herefordshire and Worcestershire.

The purpose of these behaviours is to provide us all with a shared understanding and commitment around how we want to work and collaborate together, to enable everyone to contribute, for all voices to be heard, and so we can all make a difference in our roles. Ultimately to support achievement of our shared vision for “Good Health and Wellbeing for Everyone” across Herefordshire and Worcestershire.

## What do these behaviours mean for me?

Whether you are applying for a role within Herefordshire and Worcestershire Integrated Care System, or are already working within our system, these behaviours sit at the heart of how we work together across all areas of health, care and wellbeing. The behaviours describe how we all expect to be treated by colleagues when working here, as well as the behaviours expected of each of us. We encourage you to demonstrate these behaviours through your work, to talk about these behaviours and what they mean with colleagues, signpost the behaviours in your system and team meetings, and actively use, reference and embed them within the work that you undertake across the system.

## How could I use and embed the ICS Leadership Behaviours in my work?

There are lots of ways we can use the ICS Leadership Behaviours in our work:

### **Self-assessment:**

Why not start by taking 2 or 3 minutes to simply rate yourself on how well you think you demonstrate each of these behaviours on a scale of 5 (Really well) to 1 (not at all well). Where could you improve?

### **Communication:**

Share these behaviours with colleagues in your teams and organisations - send out this booklet, put up a poster, add them to your social media, or even have a quick chat about the behaviours and how you might use them over a coffee.

### **Recruitment and Selection:**

Consider using these behaviours when recruiting colleagues into roles with a system focus – embedding them into person specifications and using them to inform interview questions.

### **Meetings:**

Share and promote these behaviours within system and team meetings - include and discuss them on agendas, explore together how you want to use them, or invite members to self-assess themselves and the group on how well you are collectively demonstrating these – to encourage discussions on what you could all do even better.

### **Learning and Development:**

Embed these behaviours into learning and development opportunities you make available across the ICS – linking them to training outcomes and referring to them within relevant documents and workshops.

### **Appraisals & 1:1s:**

Encourage discussion and self-assessment of how well individuals are demonstrating these behaviours through their work, and what they could do to be even better.

### **Recognition:**

Value, recognise and thank colleagues and teams who demonstrate these behaviours brilliantly through their work in the ICS - we will also be exploring ICS awards and other ways to recognise those who excel at doing this!

We are sure you will have lots of other ideas.

# Our ICS Leadership Behaviours:



# Behaviour 1 - Open

**We are consistently positive and open in how we engage and communicate with colleagues within and across Herefordshire and Worcestershire ICS.**

## We demonstrate this by:

- Actively listening
- Being curious & asking questions
- Influencing others effectively
- Negotiating with others
- Using storytelling so messages are understood
- Providing & inviting constructive feedback
- Being aware of & considering own impact
- Being honest in what we say
- Being optimistic & positive - saying “we can and we will”
- Being accessible and visible
- Communicating clearly and consistently
- Being polite and respectful in all communication

## We will not:

- Interrupt others
- Focus consistently on the negative
- Be dishonest or closed in approach



# Behaviour 2 - Inclusive

**We actively engage and are inclusive in our approach, involving and valuing differing perspectives from across organisations, sectors, professions and backgrounds.**

## **We demonstrate this by:**

- Actively engaging & involving others
- Thinking beyond own team, organisational, sector boundaries
- Actively including & taking people with you
- Valuing different perspectives, backgrounds and mindset
- Empowering people to act & think for themselves.
- Being culturally aware & sensitive
- Acting fairly
- Seeking ideas and input from others and sharing the vision
- Advocating for others and providing opportunities for all who want to develop
- Ensuring everyone is clear on expectations

## **We will not:**

- Ignore or be dismissive of others' ideas
- Exclude people
- Act unfairly
- Take credit for others' work
- Be racist or inappropriately discriminatory to any other individual or group



# Behaviour 3 - Courageous

**We are willing to stand up for what is right, step out of our comfort zones and be brave in our decision making and actions for the benefit of our communities.**

## **We demonstrate this by:**

- Challenging constructively
- Tackling tricky conversations
- Being authentic
- Doing what we say we will do
- Taking brave decisions
- Being flexible in approach
- Being willing to be vulnerable
- Taking ownership
- Encouraging people to raise concerns
- Taking action when concerns are raised
- Leading by example through our behaviour
- Acting to challenge inappropriate behaviours
- Acknowledging when things go wrong

## **We will not:**

- Dodge the issue
- Be inflexible & rigid in our thinking
- Avoid making decisions
- Blame others



# Behaviour 4 - Compassionate

**We consistently demonstrate kindness and understanding through our work and interactions with others across all parts of Herefordshire and Worcestershire ICS.**

## **We demonstrate this by:**

- Building trust
- Showing empathy by acknowledging others' feelings
- Being supportive
- Being kind to self & others
- Giving people time
- Being mindful of the impact of what we say & how we say it
- Getting to know people – 'the whole person'
- Showing understanding
- Showing humility
- Using the heart as well as the head
- Building people's resilience
- Praising others & celebrating success
- Saying thank you for people's contributions

## **We will not:**

- Be unapproachable
- Be rude or unkind
- Apportion blame or bullying others
- Be cynical



# Behaviour 5 - Innovative

**We are always looking to make improvements, encourage and value people's creativity, and are willing to embrace new ideas.**

**We demonstrate this by:**

- Taking a creative approach to problem solving
- Being willing to change and test new ideas
- Encouraging and enabling people to be creative
- Being proactive and forward looking
- Embracing new approaches and technologies
- Being willing to take risks
- Focussing on improvement
- Learning from challenges
- Considering the wider impact of actions
- Enabling others to see how things fit into the bigger picture

**We will not:**

- Be unwilling to change
- Focus on maintaining the status quo
- Discourage creativity
- Ignore new ideas, approaches or technologies



## Want to find out more?

To find out more about the ICS Leadership Behaviours for Herefordshire and Worcestershire and how we are using them, visit the ICS Academy Exchange website:

<https://icsacademyexchange.hubkencore.com>

Or, if you have any further questions, please email:

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