



Building healthier teams



Our Behaviour Matters

Supporting Workbook

“How we get the best out of our teams, is with civility, with respect, and by generating a culture of psychological safety where people can be comfortable to be their best selves at work.”




Civility saves lives

 **“In healthcare, our behaviour matters.”**

“People started to point out to me that my behaviour was changing. I was becoming an incivil clinician”

“It was having an impact on me, was having an impact on how I was interacting within my teams, and I started to realise that that was having an impact on my patients.”

Ed talks about his passion for the ‘Civility saves lives’ movement and how he realised our behaviour as leaders is intrinsically linked to the well-being of our teams and our patients. This applies equally whether your team interacts directly with patients, or not. Teams are at their best when the individuals can function at their best, and that’s when they feel respected and safe to speak up. The Behavioural Framework at UHB gives us excellent guidance and examples of what good looks like, as well as what is not acceptable. It’s a framework that gives you a structure so that you can talk to people when their behaviour may not be helpful and you can have those open, non-judgemental conversations using the framework as a structure.

-  ☐ Reflect on what Ed is talking about, and how you show up with your team.
- ☐ Take a deeper look here: [Civility Saves Lives](#)
- ☐ People work more effectively when they feel respected by their leaders.
- ☐ When leaders are being rude, we know that team performance is impaired.
- ☐ Find the Trust’s Behavioural Framework here: [Behaviours](#)



Notes and reflections:



A flat structure where people feel safe



"I hope that my team would say that they feel really confident to speak up when they see something going wrong, to point out a mistake or an error, or to just voice their opinions."

"We don't want too steep a hierarchy where people can't speak up and can't be their natural selves."

"In simple behaviours, we make it clear that we are willing to accept criticism, that we are willing to have errors pointed out, and that we are willing to learn from other people around us."

The concept of psychological safety is a key principle for Ed and the way he sets up and leads his team. To speak up, people need to feel safe, and to feel safe, leaders need to create that environment and model the right behaviours. Leaders must be willing to have their mistakes highlighted by colleagues, regardless of their level.



- ☐ A hierarchy is necessary in healthcare because people who are leaders need to take responsibility and accountability.
- ☐ We need a balance, and a flat hierarchy where people at all levels of the team feel able to contribute and to speak openly.
- ☐ Think about your team. How open are your conversations at team meetings?



Notes and reflections:



Mistakes – not comfortable, but important



“We shouldn’t pretend that we can all just happily accept our mistakes, and that it is really, really easy.”

“We need to have that non-judgemental, non-blame culture, where we can talk about mistakes and errors.”

“We all have to practice it within the organisation. And when a mistake happens, we embrace it and we talk about it, and we’re not defensive.”

“If people feel able to speak up, people feel able to talk openly about errors, then that’s what generates a high-quality team that can learn.”

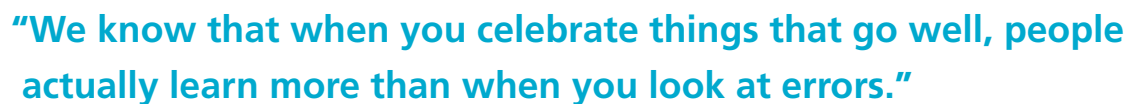
Of course, it’s an uncomfortable feeling when you make a mistake. It’s a natural response. But Ed is saying as leaders we must embrace that and be open to sharing and learning from the mistakes. No judgement, no blame, not being defensive. Without those things, people will feel safe to speak up, and then everyone can learn. All this comes with practice.



- ☐ Reflect upon the way you deal with your mistakes.
- ☐ Watch Amy Edmondson’s Ted Talk here: [Ted Talk](#)
- ☐ If people can see that their leader is able to make mistakes and be open and have humility, then they’re going to have the psychological safety to perform within their team, which we know leads to better patient outcomes.



Notes and reflections:



Ed makes a great point, that people learn from mistakes, but they learn even more when we celebrate excellence. It makes them feel their work is worthwhile and they will do the same things again.

