



Living our Values: Behavioural Framework

How to... Guide

Introduction

- The Living our Values: Behavioural Framework was co-designed with input from 1,600 colleagues from across the organisation and launched in April 2024
- Centered around our Kind, Connected and Bold values, the framework sets out our expectations around positive and unacceptable behaviours, which applies to everyone working within UHB
- This is a crucial part of the significant cultural shift we are working towards, to make UHB the best possible place to work
- We recognise that there will be unacceptable behaviours which may not have been challenged over a long period of time and may have become normalised to some. This framework is a tool and reference point, to support colleagues to be able to discuss expectations around behaviour, from this point forward. You can view the framework here: [living-our-values-behavioural-framework.pdf](#)
- This guide has been developed to help you think about what action you want to take when faced with unacceptable behaviour, and supports you to approach these conversations in a positive and constructive way

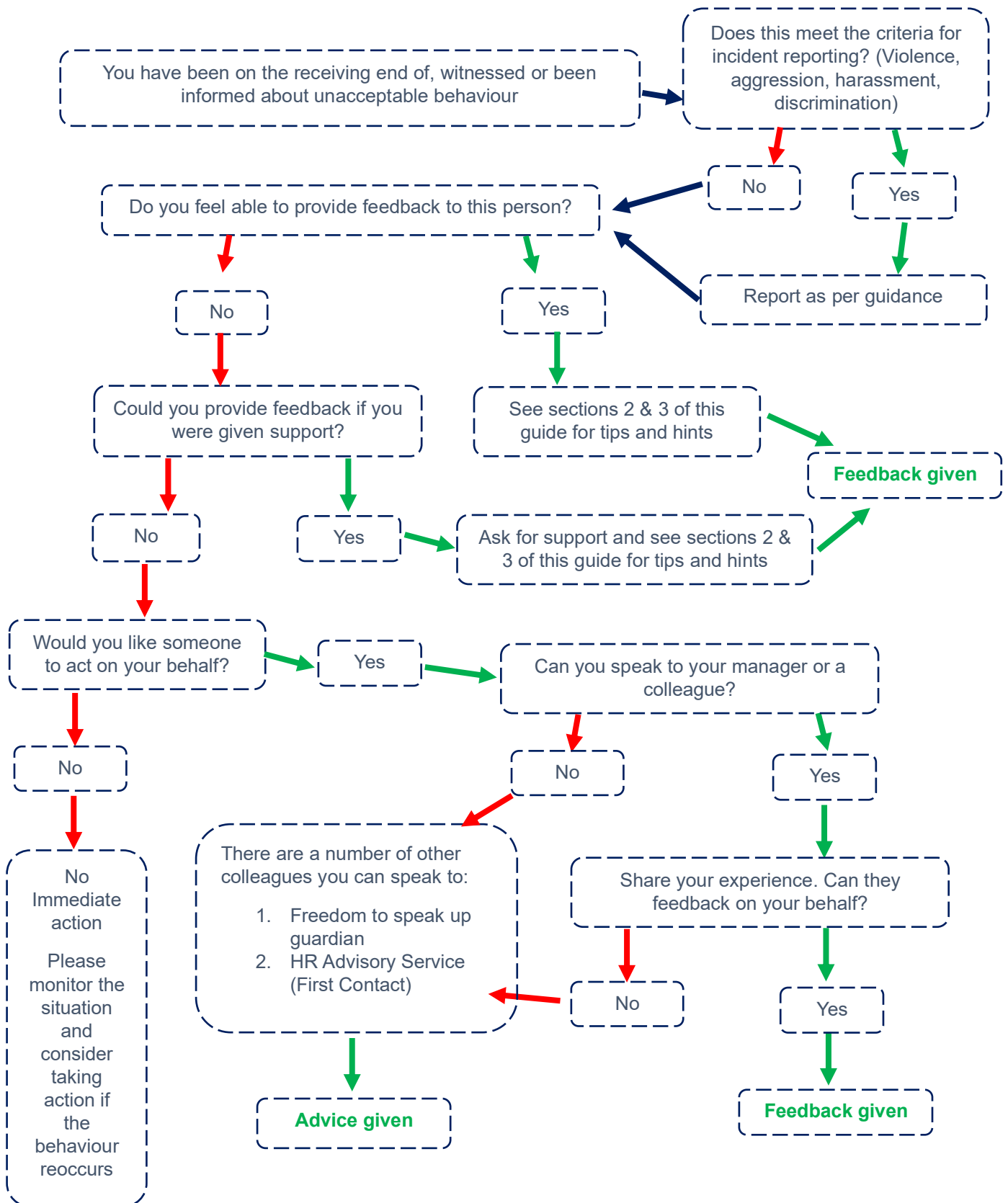
How to use this guide

The following topics are covered in this short guide, with links to further resources:

1. What action do I want to take?
2. Ways to give feedback
3. Planning for the conversation
4. Having the conversation, managing the response and next steps
5. Further Resources

1. What action do I want to take?

Answer the questions in the flowchart below to help guide your next steps



2. Ways to give feedback

In the moment

There may be instances when you are able to provide immediate initial feedback to a colleague or group, in the moment, at the time the unacceptable behaviour is happening.

For example:

- You may be in a team meeting witnessing rudeness between colleagues: “That’s not okay Alice, I feel uncomfortable with how you are speaking to Abdul”
- The general tone or direction of conversation in a meeting may be deteriorating: “In the spirit of living our values, specifically kindness, I think we need to be mindful of how we are speaking about X team/service”

The aim with this initial feedback is to express concern in a non-threatening and non-judgemental way, helping others to see the impact of their behaviour that they may not be aware of, addressing issues from a place of kindness and curiosity. The more this in-the-moment feedback becomes part of our regular ways of working, the more embedded the acceptable behaviours will become, and the more likely the unacceptable behaviours diminish.

After the event or follow up conversation

There may be times when you don’t feel able or get the chance to provide feedback in the moment, or others have alerted you to an issue after the event. In this situation, find a time for a feedback conversation and see the advice below.

In instances where in-the-moment feedback has happened, and you feel a further conversation is needed, follow the steps below.

3. Planning for the conversation

It’s helpful to plan what you want to say in your feedback conversation before jumping straight in. Where possible and you feel able, aim to have the conversation in person or via a 1-2-1 Teams call. Email is also an option, but this route is more open to misinterpretation and misunderstanding. It is also helpful to have the conversation close to when the behaviour occurred, ideally within a few days.

You may want to write down a few notes beforehand, thinking about:

- What is the behaviour/s you would like to discuss
- Explain the issue clearly, honestly, being specific about what happened and the impact it had on you/others
- Think about different ways the person may react
- Allow enough time for the conversation and ensure you have a suitable location
- You may want to practice what you are going to say

AID model – this simple model reflects the principles outlined above:

Step 1: Action: explain to the person exactly what negative behaviour, or action, you are concerned about and when you saw it happen

Step 2: Impact: communicate the impact this behaviour, or action, had on the individual, team or service

Step 3: Do: work with the person to find ways to improve the behaviour

4. Having the conversation, managing the response and next steps

Now you have thought through what you would like to say, you can approach the conversation with clarity and confidence:

- Ensure you listen to the other person's perspective, be open minded and ask them questions to help clarify
- Our behaviour changes when we are under pressure. It is helpful if we can be curious about what else may be happening for the individual
- In many cases, people are likely to be unaware of the negative impact a certain behaviour has had on someone else. They may have never been given feedback about it before and assumed therefore it is acceptable
- Some people may get defensive, argumentative or be dismissive of your feedback

Example phrases:

- Are you ok? You don't seem yourself today and were displaying behaviours in that meeting that are out of character for you
- I have something I'd like to discuss with you that I think will help us work together more effectively
- I'd like to talk about _____ with you, but first I'd like to get your point of view
- I need your help to understand what just happened in that meeting. Do you have a few minutes to talk?
- I'd like to see if we might reach a better understanding about _____. I really want to hear your feelings about this and share my perspective as well

Next steps

Are you satisfied with the outcome?

If yes, no further action is needed. If no, discuss with your manager or HR advisory team to talk through potential next steps.

What if the behaviour is repeated?

If you go on to experience repeated unacceptable behaviours from the same person, you can repeat the feedback process if that feels right for you, and especially if you had seen some improvement since the first feedback. Unacceptable behaviours that don't stop or escalate need to be managed and you should access support from your manager or HR advisory team.

5. Further Resources

[The secret to giving great feedback | The Way We Work, a TED series - YouTube](#)

['Let's talk about...' Conversations - Let's Talk About... Courageous Conversations - Feb 2024 \(vimeopro.com\)](#)

Internal course – Building Healthier Conversations – bookings via [easylearning](#)