**Kind Connected Bold**

**NHS**
**University Hospitals Birmingham**
NHS Foundation Trust

# Kind

**The kindness that people show to each other every day**

» **We communicate in a clear and open way**
» **We recognise great work and say thank you**
» **We take care of ourselves and others**

## 😊 Positive behaviours

## ☹ Unacceptable behaviours

### Warm and supportive

**Positive behaviours**
» We are friendly – this includes smiling, saying hello, and asking how people are
» We create a positive environment where we support others and others want to support us
» We show gratitude and appreciation to those we work with
» We notice and act when someone needs help

**Unacceptable behaviours**
» We fail to make time for meaningful interactions
» We don't act as part of a team, and ignore other people
» We are unkind and gossip with, or about, others
» We do not act sincerely

### Communication

**Positive behaviours**
» We listen deeply to what others are saying and consider our response
» We communicate with honesty and empathy, and consider each other's feelings
» We share information with all that need it, in a timely way
» We try to communicate in a way which suits the situation and the people we are with – whether that be in writing or verbally

**Unacceptable behaviours**
» We fail to take the time to find out what matters most to others
» We bully, dismiss, intimidate, belittle, embarrass, patronise or harass others
» We act aggressively and discourage others from raising concerns
» We withhold information, and use this to exert power over others

### Ownership

**Positive behaviours**
» We have integrity – we take ownership and responsibility for our actions and mistakes
» We apologise when things have gone wrong, and do so whole-heartedly
» We ask for help when needed and offer it to others

**Unacceptable behaviours**
» We are defensive, make excuses, and seek to blame others
» We walk past situations we could help with
» We don't speak up, challenge and escalate poor behaviour
» We act in a passive-aggressive manner

# Connected

**The connections we build with everyone around us**

» We develop and nurture our relationships
» We are curious, fair and appreciate differences
» We seek out and listen to the perspectives of others

## 🙂 Positive behaviours

## ☹️ Unacceptable behaviours

### Develop relationships

**Positive behaviours**
» We build trust with all those we work with and are trustworthy
» We work well with others inside and outside of UHB, to make improvements for patients, colleagues and the wider community
» We get to know patients and colleagues and actively build professional relationships
» We make patients and colleagues feel physically and psychologically safe

**Unacceptable behaviours**
» We display negative behaviours that damage relationships by being rude, having a dismissive tone, rolling our eyes, or talking over people
» We exclude some colleagues whilst favouring others
» We build cliques by sticking to our own groups and fail to be interested in others

### Respect differences

**Positive behaviours**
» We treat people as valued individuals and do not define them by their grading
» We build connections with people who are different from us and celebrate each other's differences
» We understand what matters to people and respect their culture, values, and beliefs

**Unacceptable behaviours**
» We judge and discriminate against others
» We fail to recognise the needs of others
» We make assumptions about a person's beliefs or needs without asking them

### Honest, open and transparent

**Positive behaviours**
» We involve others in ideas and plans from the start
» We are open to changing our minds
» We make ourselves available to patients and colleagues, and leaders are visible

**Unacceptable behaviours**
» We fail to provide honest feedback or information, which can lead to confusion and harm
» We are not open to other people's views

---

Kind
Connected
Bold

**NHS**
**University Hospitals Birmingham**
NHS Foundation Trust

# Bold

**The ability to be Bold in how we think, speak and act**

» **We approach change with a positive mindset**
» **We are prepared to tackle difficult situations**
» **We seek out ways to support our colleagues to thrive**

## Positive behaviours

## Unacceptable behaviours

### How we think, speak, act

**Positive behaviours:**
» We have a positive attitude and we do what we say we are going to do
» We admit, share and learn from our mistakes, and seek to find solutions
» If we see something that isn't right, we speak up and report it appropriately

**Unacceptable behaviours:**
» We don't act professionally
» We take out negativity, stress, and pressure on others
» We use the value of bold to excuse aggressive behaviours

### Support innovation

**Positive behaviours:**
» We respect and value the expertise of all our colleagues and seek their input
» We remove barriers to improve working environments, practices and team capabilities
» We create the freedom and time to improve what we do, and value innovation

**Unacceptable behaviours:**
» We reject ideas if they are not ours or invented here
» We make excuses and create barriers to obstruct positive change
» We are dismissive of feedback and resist change

### Tackle difficult situations

**Positive behaviours:**
» We challenge poor behaviour
» We are resilient and will see problems through until they are fixed
» We challenge practices that may be outdated and suggest updated ways to work for the greater good

**Unacceptable behaviours:**
» We act complacently
» We are unwilling to embrace change
» We avoid difficult conversations