




Be Healthy

	LOVE TO SEE	EXPECT TO SEE	DON'T WANT TO SEE
Supportive and caring	<ul style="list-style-type: none"> Consistently thoughtful and considerate Always trying to find ways to help Very generous with praise and gratitude Always dependable and honest 	<ul style="list-style-type: none"> Looks out for the needs of others Displays empathy and compassion Provides praise, thanks and recognition Offers help and support when needed 	<ul style="list-style-type: none"> Shows a lack of concern or interest in helping others Always puts own needs above those of others Is judgmental or divisive
Listens and consults	<ul style="list-style-type: none"> Makes others feel valued by listening to their ideas Shares ideas and uses feedback to make better decisions Consistently finds time to talk to and listen to others 	<ul style="list-style-type: none"> Pays attention to the ideas and opinions of others Welcomes a diverse range of views and opinions Listens to both sides of the issue 	<ul style="list-style-type: none"> Ignores people Does not ask for ideas and opinions Interrupts people when they are speaking
Focuses on the positive	<ul style="list-style-type: none"> Looks for the positive in every situation Takes the lead in fixing mistakes and uses them as a chance to learn Focuses on the issue not the person 	<ul style="list-style-type: none"> Maintains a positive outlook Learns from own mistakes Seeks to help find a solution instead of blaming and shaming 	<ul style="list-style-type: none"> Brings a negative attitude to work Always finds faults in others and quick to blame Doesn't own up to mistakes and hides behind excuses
Takes time to reflect	<ul style="list-style-type: none"> Is able to use self-analysis to improve and develop Can pinpoint success and opportunities to learn Tracks accomplishments and lessons learnt Inspires discussion and reflection across the whole team 	<ul style="list-style-type: none"> Able to reflect on personal health and wellbeing Feels comfortable sharing their own health concerns with others Takes part in finding solutions to problems Participates in regular wellbeing conversations 	<ul style="list-style-type: none"> Unwilling to evaluate own performance and personal wellbeing Doesn't seek the support of others when at risk of burnout Disregards signs that others might be struggling Uninterested in conversations about collective wellbeing


Be Ambitious

	LOVE TO SEE	EXPECT TO SEE	DON'T WANT TO SEE
Promotes learning and personal growth	<ul style="list-style-type: none"> Shows a passion to learn and evolve, and inspires others to do so Shares ideas, best practice and new techniques with colleagues Helps create an environment where good ideas flourish 	<ul style="list-style-type: none"> Takes regular steps to be a better, more effective team member Always open to learn from others Helps team members to learn and improve their performance 	<ul style="list-style-type: none"> Shows a lack of interest in learning, training and self-improvement Content to maintain a below-par performance Resistant to change
Constantly improves performance	<ul style="list-style-type: none"> Dedicated to continuous self-improvement and development Reflects and adapts own performance for best outcome Puts good ideas into place to benefit the performance of the team 	<ul style="list-style-type: none"> Keen to learn and improve personal performance Able to pinpoint and improve performance weak points Takes pride in accomplishing a high standard of work 	<ul style="list-style-type: none"> Looks to deliver the bare minimum Uses least possible effort to achieve minimum standards Fails to learn from mistakes
Encouraging	<ul style="list-style-type: none"> Inspires confidence and self-belief across the team Motivates colleagues to reach their full potential Always offers support and encouragement 	<ul style="list-style-type: none"> Is a champion for safe and high quality patient care Offers constructive advice rather than harsh criticism Supports team members and remains positive when mistakes are made 	<ul style="list-style-type: none"> Puts people down and lowers team confidence Dismisses and ignores thoughts and opinions of team members Demonstrates a lack of trust in the abilities of team members
Develops self and others	<ul style="list-style-type: none"> Encourages people to try new ideas and gives them space to evolve Leads by example by owning mistakes and learning from them Knows when to let others lead, regardless of their role 	<ul style="list-style-type: none"> Looks to address and resolve problems quickly Supports, encourages and contributes to a more effective team Promotes a healthy culture of self-improvement 	<ul style="list-style-type: none"> Lack of interest in developing both personal and team performance Regularly highlights problems without offering solutions Judgemental of others yet lacks ability to analyse own performance

Be Collaborative

	LOVE TO SEE	EXPECT TO SEE	DON'T WANT TO SEE
Respectful	<ul style="list-style-type: none"> Values every member of the team, personally and professionally Adapts language and mode of expression to best suit the audience Builds warm and trusting relationships Champions diversity, equality and inclusivity 	<ul style="list-style-type: none"> Greets others with a smile and takes time to acknowledge them Is polite, considerate and helpful at all times Respects the ideas and opinions of others Shows patience with others and remains composed under pressure 	<ul style="list-style-type: none"> Displays anger, aggression or hostility to others Dismisses the ideas and opinions of others Spreads gossip and creates divisions in the team Resorts to intimidating behaviour to 'win'
Takes personal accountability	<ul style="list-style-type: none"> Sets high standards of ethics and integrity Owens problems and strives to find solutions Inspires others to own their mistakes and learn from them 	<ul style="list-style-type: none"> Demonstrates integrity in words and actions Understands how their words and actions affect others Flags up potential issues well in advance 	<ul style="list-style-type: none"> Fails to commit to solving issues Doesn't own up to own mistakes, blaming others instead Unable to turn words into actions
Open and honest	<ul style="list-style-type: none"> Inspires trust, integrity and honesty throughout the team Shares ideas and concerns with the team and listens to feedback Champions transparency and freedom of expression 	<ul style="list-style-type: none"> Shares thoughts, opinions and concerns with the team Takes a non-judgemental approach to the concerns of others Communicates openly and honestly with team members 	<ul style="list-style-type: none"> Keeps opinions, ideas and concerns to themselves Dishonest and tries to cover up mistakes
Fair	<ul style="list-style-type: none"> Always takes a balanced, objective approach to problem solving Challenges unacceptable behaviour and unsafe practice at all levels Frequently asks for and acts upon feedback from all levels of the team 	<ul style="list-style-type: none"> Treats people with equal respect Seeks out and acts upon feedback Supports the rights of all members of the team 	<ul style="list-style-type: none"> Gives feedback only as a chance to criticise others Takes constructive feedback personally, instead of as a chance to improve Acts with prejudice and bias towards others

Be Open

	LOVE TO SEE	EXPECT TO SEE	DON'T WANT TO SEE
Demonstrates trust in others	<ul style="list-style-type: none"> Lets team members know they have faith in their abilities Is open and honest with team members, sharing thoughts and opinions Trusts team members to learn from necessary feedback 	<ul style="list-style-type: none"> Works well in a trust-based team dynamic Shared learning experiences with team members Gives team members the space to do their job effectively 	<ul style="list-style-type: none"> Micromanages people Shows bias towards certain members of the team Treats information as power, withholding it to suit themselves
Shows personal respect and sensitivity	<ul style="list-style-type: none"> Shows leadership skills and acts as a mentor to others Is open and sensitive to diversity of opinion Makes a genuine connection with each member of the team 	<ul style="list-style-type: none"> Is always polite and kind to others Stays calms and respectful under pressure Is able to communicate with a diverse range of people 	<ul style="list-style-type: none"> Frequently unpleasant and rude to others Lacks composure in pressure situations Takes part in harmful gossip
Enables great teamwork	<ul style="list-style-type: none"> Champions a supportive, collaborative environment Able to identify and develop great partnerships within the team Inspires a culture of togetherness 	<ul style="list-style-type: none"> Demonstrates clear commitment to the team Is collaborative and respectful of other opinions Celebrates the success of others and the team as a whole 	<ul style="list-style-type: none"> Behaves in ways that are divisive and detrimental to the team Puts their own needs before those of others Fails to offer support in pressure situations
Creates co-operation and enthusiasm	<ul style="list-style-type: none"> Inspires and motivates the team to work towards a shared goal Creates a positive environment where everyone looks out for each other Leads by example with passion, determination and optimism 	<ul style="list-style-type: none"> Always looking to help others and learn as a team Stays positive and supportive in high pressure situations Promotes a spirit of goodwill and co-operation within the team 	<ul style="list-style-type: none"> Fails to support others and spreads negativity throughout the team Would rather work alone than as part of a team Lacks interest in working with and connecting with others