

Leadership Framework: Our Promise and Your Pledge = The Deal



Hello

Message from Liza Pinching Director of People + Services

I am delighted to be presenting to you our Leadership Framework, in which we describe our promise to you as leaders and lay out our expectations of you in return otherwise known as your pledge; this is The Deal. Please take time to read it and understand the role you play in ensuring our workforce thrives.

Great leadership at all levels, and in all parts of our organisation, underpins our vision to make death a part of life, and our mission to ensure that everyone has access to palliative and end of life care.

Our Leadership Framework outlines the behaviours we expect from our managers and our people. It provides a common



language and a set of principles in order for each of us to role-model excellence and develop our leadership capability; allowing us all to thrive at work and reach our full potential.

Our logo, the tulip, represents our leadership approach, which is rooted in our values of We Care, We Connect, We Create. Just as the stem supports the flower, our leadership empowers each one of us to be the person who enables more care.

Whatever your role at the hospice, you are an essential part of its success. I encourage you to strive for excellence, be accountable, work collaboratively, and show respect and courage in all that you do.

Introduction to our Leadership Framework



What is the Leadership Framework?

Our Leadership Framework outlines our expectations of all our people, including leaders and those they lead.

Our Leadership Framework was developed through engagement and dialogue across our organisation. It is built on a solid understanding of our strategic priorities and challenges, underpinned by our values. It recognises our current strengths, while articulating behaviours we want to foster.

Who is the Leadership Framework for?

Leadership can be demonstrated by anyone with the desire to make real impact. Our framework empowers all our people and is not limited to those who manage others or are in designated leadership roles.

How will we use the Leadership Framework?

Our Leadership Framework will be embedded in performance management, professional development, recruitment, induction, promotion, and succession, reflecting the employee life cycle.

How did we develop the Leadership Framework?

Our values

Our people-specific value descriptors - they influence our shape and culture

We Care

For one another with compassionate, purposeful, and authentic leadership.

We Connect

Opportunities to innovate, learn and develop together.

We Create

With each other and across our organisation to deliver excellent care.



Our Promise

Lead me well

With Self Awareness

With Compassion

With Accountability

I am successful when...

I am open to **feedback** to improve both individual and team performance.

I strive to take **learning** from every situation.

I embrace feedback and recognise that leadership is a **continuous journey** of learning and **reflection**.

I have the courage to do and say what is right, for the good of our **organisation**.

I create a trusting work environment where we learn from mistakes and **diverse opinions** are valued and freely expressed.

I pro-actively ensure issues are discussed, **managed**, and effectively resolved.

I am consistent and **role model** excellence through my actions and demeanour.

I facilitate clear objective setting and effective **communication** to ensure team and individual expectations are aligned with organisational priorities.

I adopt a **systematic and disciplined** approach to managing available resources to drive efficiencies and improvements.

I am less successful when...

I don't recognise that we are individuals with different needs and capabilities at different points in time.

I don't create an open environment in our team.

I become **defensive and deflect** responsibility.

I allow individuals to **negatively influence our team** and other's view of it.

I let **personal differences** get in the way of our values and purpose.

I avoid difficult decisions and issues and constantly defer upwards.

I don't follow through on commitments, which hinders my team's effectiveness.

I set **unclear, unrealistic or vague expectations**, unable to engage my team to deliver our strategic priorities.

I see additional resources as the only way to create efficiencies and improvements; **I do not optimise** available resources.



Listen to me and keep me informed

Appreciate me	Involve me	Talk to me
I am successful when...		
<p>I recognise and reward individuals and teams for their accomplishments.</p> <p>I provide in-the moment feedback, formally and informally.</p> <p>I am visible and thank colleagues for their work and contribution.</p>	<p>I schedule and commit to regular one-to-one and team meetings and come prepared.</p> <p>I proactively involve individuals and my team in decisions that impact their work.</p> <p>I enthuse individuals and my team by demonstrating how their contributions align with our strategy.</p>	<p>I prioritise active listening to understand first before responding.</p> <p>I practice being fully present, using attentive body language, and maintaining focused attention.</p> <p>I embrace emotions and courageously navigate sensitive conversations.</p>
I am less successful when...		
<p>I recognise and reward individuals and teams for substandard work and contribution.</p> <p>I provide feedback that isn't actionable or specific and only when there is a problem.</p> <p>I am not visible and am inconsistent in my approach to reward and recognition.</p>	<p>I cancel or postpone scheduled one-to-one and team meetings without notice or explanation.</p> <p>I disregard individuals' and teams' input, concerns, and suggestions.</p> <p>I withhold important information and updates, and I don't communicate decisions in a transparent and timely manner.</p>	<p>I respond without fully understanding.</p> <p>I am distracted, use dismissive body language, and lack focus during conversations.</p> <p>I lack empathy and tact to effectively navigate sensitive discussions, leading to misunderstandings and conflict.</p>



Support my development and wellbeing

Help me thrive

Believe in me

Tell me how I'm doing

I am successful when...

I **actively develop everyone** in my team by engaging in regular developmental conversations and PDRs.

I **support my people's development** through various learning opportunities, including on-the-job training, stretch projects, shadowing, mentoring, and formal training.

I am **committed** to ensuring my people stay up-to-date on all statutory and mandatory training requirements.

I **encourage people** in my team to embrace new challenges and support them to succeed.

I **coach people** in my team to develop skills, confidence and capabilities for the future.

I **nurture a culture** of continuous learning, **motivating** my team to step outside their comfort zones and **embrace new challenges**.

I give **clear feedback**, recognising both strengths and development needs.

I am **proactive and prepared** to have constructive conversations to address under performance.

I am open and straightforward; **adapting my communication style** sensitively to suit different situations and people.

I am less successful when...

I am **inconsistent** favouring certain individuals' development over others.

I accept my team's capabilities as they are and **don't engage them** in development activities.

I **don't take responsibility** for ensuring my team completes mandatory statutory training, putting our organisation, patients and colleagues at risk.

I **stifle my team's growth** by withholding opportunities for development and setting unambitious goals.

I **rely only on formal training** provided by the Hospice, investing little personal time to coach or mentor people in my team.

I expect people to do well **without needing encouragement** or recognition.

I focus on delivering results **without making time** to coach and develop my people.

I allow **performance issues** to go unaddressed and am reticent or slow to address under-performance.

I am **closed and evasive**; leading to misunderstandings and a lack of transparency.



Your Pledge

Be the person who enables the delivery of more care

Take personal responsibility

Improve and adapt

Respectfully challenge and ask why

I am successful when...

I know our organisation's strategic goals and the **key priorities** relevant to my own area.

I **actively engage** in performance conversations, embracing my accomplishments and seeking **constructive feedback** to improve continually.

I strive for high standards of performance with a **can-do attitude**; proactively seeking opportunities for personal growth.

I embrace and **respond positively** to change, and encourage others to do the same.

I **seek opportunities to collaborate** with colleagues across our organisation to share knowledge, innovate, and implement best practices.

I am an advocate for our hospice, seeking collaboration and leveraging **strengths in our communities** to increase our reach.

I **ask questions** about how things can be done differently and propose appropriate solutions.

I **challenge** inappropriate behaviours that don't align with our values.

I **remain calm and objective**; I make my views clear whilst staying respectful of my colleagues.

I am less successful when...

I push accountability upwards and **do not take ownership** of priorities relevant to my area

I **do not clarify performance** expectations and am content with 'making do', accepting outdated processes and inefficiencies as the 'norm'.

I accept and deliver mediocre standards of performance doing **little to further own learning** and development.

I actively **resist change**; I make changes only when absolutely necessary.

I focus on my own work, **showing little interest** in understanding or supporting the work of my colleagues.

I see **little value** in building partnerships or engaging with our communities.

I show **little curiosity** outside my remit and do not appreciate the connection between my efforts and the organisations strategic goals.

I allow **inappropriate behaviour** to go unaddressed.

I get **defensive or withdraw** when faced with conflicting views or those that do not support my thinking.





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