

Respectful Resolution

Step 1. Creating a safe culture

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Discussions to build a safe culture and to raise awareness of inappropriate behaviour and its impact, in your team

1. Creating a safe culture in your team

Our values

When we put values at the heart of all we do, it improves teamwork, experience and outcomes. Everything we do is driven by our values of care, respect and inclusivity.

We care

Everyone is entitled to the highest quality care.

We respect

Everyone should be treated with kindness and respect.

We are inclusive

Everyone should have access to our services when they need them, and we actively seek suggestions on how we can improve.

These values set out the attitudes and behaviours that make us happier, more productive and enhance our wellbeing at work. Your organisation may have identified its own values in a similar way.

This document will help your team to identify behaviours and actions you can take as a team to tackle and prevent inappropriate and bullying behaviour. This should be a safe discussion, using your values to guide you.

We care

We respect

We are inclusive

About this guide. Step 1 – Creating a safe culture in your team

This document will help your team to identify an environment, behaviours and actions you can take as a team to build a safe, and to tackle and prevent inappropriate behaviour.

It contains a series of discussion prompts to review and agree different aspects of your team's culture.

As you are having these discussions make them respectful, and safe for everyone. Review your approach regularly, not just when issues with behaviours have been raised.

Creating a safe culture in your team	
p3	What do our values mean to you as a team?
p4	More good days: building a positive culture together
p6	Fewer bad days: identifying behaviours that get in the way
p8	Perspectives on behaviour: what's it like in their shoes?
p10	The impact of poor behaviour on safety and teamwork
p12	Our behaviours: setting out your own team expectations
p13	Little things that can make a big difference to team culture

Building a safe culture in your team

Discussion: build your own definition of our values in your team, and talk about how you will demonstrate the values in your day-to-day work

What do our values mean to us?	
For colleagues	For patients
How do we show OUR VALUES?	
For the organisation	For myself

2. Creating more good days at work

This graphic shows what typically makes a good day for staff in the healthcare organisations we have worked with. People are asked to remember the most important recent good day when they were able to deliver the quality of work they aspire to, and identify the key driver of that. The bigger the box, the more often that theme was identified as the key driver of a good day.

Discussion: What makes for a good day at work in your team, when you are able to deliver the quality of work you aspire to?

- What do you already do to create a positive team culture?
- To what extent do the themes in your team reflect the themes below?
- What could you do differently as a team to have more good days at work?

<p>Team work</p> <p>I feel welcome. Same work ethic all pull together. Feel connected, and part of team, team bonding.</p> <p><i>When people are helpful and go out of their way.</i></p> <p>I was supported when things went wrong.</p> <p>Just being listened to.</p>	<p>Appreciation</p> <p>acknowledged, valued, gratitude. Makes me feel worthwhile, useful.</p> <p><i>It's the little things</i>, being praised.</p> <p>Trusted to do job, given flowers.</p> <p>'We are glad to have you back'</p>	<p>Achieving goals</p> <p>problem solving, a sense of satisfaction, productive, completing tasks, ticking off the tick list, using new skills, <i>finishing projects.</i></p>
<p>Good communication</p>	<p>Positivity,</p> <p>happiness, laughter, a simple "good morning", optimism, jovial, fun, good mood, friendliness, positive feedback.</p>	<p>Enough people / resources</p> <p>A good day when everyone turns up. Safe staffing, a good skill mix.</p>
	<p>When I made a difference,</p> <p><i>A good patient outcome. Helped a colleague.</i></p>	<p>Things feel under control</p> <p>less pressure, no chaos, on time, take breaks, organised, flow, efficient.</p>

'What makes a good day at work for you' – typical example.

The ABC of appreciation

A	<p>Action</p> <p>This is what you said or did</p>
B	<p>Benefit</p> <p>The positive impact it had</p>
C	<p>Continue</p> <p>Thanks, please keep doing this</p>

ABC of Appreciation is © April Strategy LLP. **april**

Appreciating the behaviours you want to see more of:

- Creates more engaged teams
- Drives performance

...because when you thank others for specific actions, they will do them again.

Discussion: Which of these positive actions could you take as a team?

- Be appreciative of each others' efforts (see ABC of appreciation on opposite page)
- Aim to live up to our values everyday
- Talk about the importance of our values with new team members as they join
- Remember that kindness and civility builds strong teams
- Neuroscience has shown positive attitudes and behaviours trigger the brain to improve our productivity, teamwork and health and wellbeing. What could your team do to have a more consistently positive attitude?

Your team actions

3. Finding ways to have fewer bad days

This graphic shows what typically makes a bad day staff in the healthcare organisations we have worked with. People are asked to remember the most important recent bad day at work when they were unable to deliver the quality of work they aspire to, and identify the key driver of that. The bigger the box, the more often that theme was identified as a key driver of a bad day.

Discussion: What makes for a bad day at

work in your team, when you are not able to deliver the quality you aspire to?

- To what extent do the themes in your team reflect the themes below?
- There may be things outside of your control that contribute to your bad days at work – what are these? Who could you talk to about them?
- What is in your sphere of influence that you could do differently so that as a team you have fewer bad days?

<p>Rudeness</p> <p>Inappropriate behaviour by a colleague bad mouthing, swearing, shouting, false accusations, lying, nastiness, disrespect, gossip, bullying, personal, belittled, isolated, snapped at aggressive and violent patients</p>	<p>No teamwork</p> <p><i>not pulling weight, unhelpful, unconstructive</i></p> <p>criticism, conflict, let down, ambivalence, broken trust</p>	<p>High workload</p> <p>busy atmosphere, pressure, fixing damage, unrealistic expectations, unsafe workload, too many demands not enough time to complete jobs, firefighting, I felt overwhelmed.</p>
<p>Undervalued, undermined, unappreciated, spoken down to nitpicking, I felt worthless and insignificant</p>	<p>Negative attitudes</p> <p>grumpy, excuses, no time to smile, pointing out errors overtired</p>	<p>Not supported</p> <p>by colleagues, not listened to, not heard</p> <p>preconceived ideas, position not supported</p>
	<p>Lack of communication,</p> <p>not on same page, incomplete information. Poor leadership, no direction</p>	<p>Short staffed,</p> <p>no cover, rota's not organised. I felt scared. Inadequate.</p>
	<p>Poor leadership, no direction</p>	<p>A bad outcome</p> <p>I couldn't make a difference, Loss, grief, Unexpected</p>
		<p>Not going to plan</p> <p>cancellations, People are late, Let down others, Left-over tasks, Disorganised, unpredictable</p>
		<p>Processes don't work</p>
		<p>Broken equipment</p>

'What makes a bad day at work for you' – typical example.

BUILD constructive feedback

- B Describe the **Behaviour**. Observations not judgments.
- U (**Understand** their context. Step into their shoes. **Unsaid**).
- I Describe the **Impact** on... you, others, outcomes or the work
- L **Listen** to them. "What was happening there?" (Don't ask 'why?')
- D Ask 'what might you **Do differently?**' It's a Dialogue

BUILD feedback model is © April Strategy LLP april

We aim to have a fair and just culture. We give feedback, so people can learn and change.

BUILD is our approach to speaking up. It allows us to have critical conversations without being critical, to understand the impact of our behaviours but get past what isn't working into a discussion about what would work better instead.

You can find out more about BUILD and improve your feedback skills in the Guide for Step 3.

Discussion: Which of these actions could you take as a team?

- Identify the behaviours that you don't want to see anymore in your team
- Acknowledge that we are all human and we all get it wrong sometimes
- Support each other to change by giving feedback in a kind and respectful way
- Receive feedback gracefully and as an opportunity to learn – as a gift
- Show compassion and empathy towards colleagues at moments where pressure or stress may be impacting our behaviours negatively
- Look after people's wellbeing – and our own – notice if people seem to be struggling

Your team actions

4. Team discussion about inappropriate behaviour

What we do and how we do it are of equal importance. Bullying, harassment, rudeness and other poor behaviours have no place in our team and organisation.

Just 'stepping into someone else's shoes' is one of the most powerful ways to build empathy and understanding. Empathy and understanding are an important first step to building strong and respectful relationships.

This exercise can be used in team meetings or training to explore the perspectives, experiences and impacts on everyone who may be involved in examples of inappropriate behaviour.

Discussion: Spend a few minutes appreciatively taking the point of view of each of the participants. Write down your thoughts, and discuss them as a group.

What's going on for them?
What might they be feeling?

1 Experiencing inappropriate behaviour

What can you do as a team to support them?



Talk about 'experiencing behaviour' rather than 'victim of behaviour' to describe people who have been on the receiving end of bullying.

4. What is your learning? What can you do differently?

What's going on for them?
What might they be feeling?

What can you do as a team to support them?

2 **Displaying inappropriate behaviour**

Don't talk about 'bullies', or label people as 'a bully'. Describe it as bullying behaviour

3 **Witness to inappropriate behaviour**

What's going on for them?
What might they be feeling?

What can you do as a team to support them?

The role of the witness to acknowledge something has happened is vital. The behaviour we walk past is the behaviour we condone.

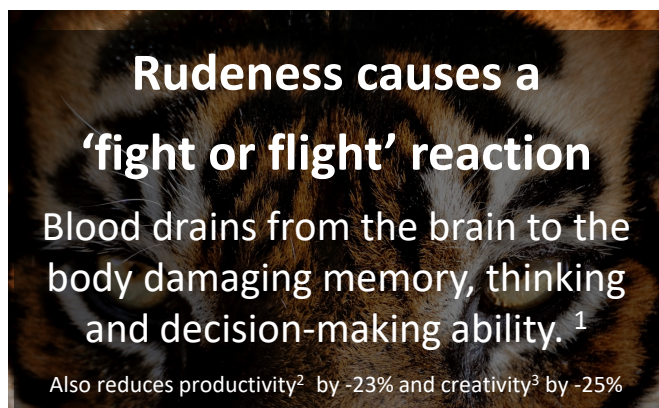
5. The impact of ‘incivility’ on safety and quality

There is overwhelming evidence that rudeness, inappropriate behaviour and bullying impact significantly on the individual, on the performance of our hospital and the safety of our patients.

These behaviours have real and significant impacts not only on the **physical and psychological wellbeing** of the person

experiencing the behaviour, but also on the **performance of the organisation** and the **safety of our patients**.

Bullying behaviours are generally repeated over time but one-off acts of poor behaviour are still harmful. Studies show ‘incivility’ at work makes errors and mistakes more likely.



Patient safety: Evidenced impact of incivility and rudeness

This impacts cognitive function significantly, making errors, mistakes and patient safety issues more likely. ⁵

A study of Neonatal ICU teams, showed that incivility in a clinical setting resulted in significantly more errors of diagnosis and mistakes in execution of clinical procedures (Pediatrics, 2015) . ⁶

Discussion: Where have you seen incivility harm your team or patients’ safety?

The impacts of bullying

When poor behaviour is repeated over time it can become bullying.

Our definition of bullying is behaviour that harms or undermines, and that is generally repeated over time. While the person behaving this way may not be aware of the impact, we do have a responsibility to let them know.

Inappropriate, rude or other poor behaviours which are experienced as a one off, while not bullying, are not acceptable as they can harm colleagues and patients.

Sometimes you may experience behaviours that you don't like, but which are acceptable, for example when a manager is supporting someone in a respectful way to perform to the agreed level for their role.

The health effects of bullying

- 82.7%** Anticipation of next negative event
- 79.6%** Overwhelming anxiety
- 76.7%** Sleep disruption (hard to begin/too little)
- 75.6%** Loss of concentration or memory
- 70.3%** Uncontrollable mood swings
- 66.3%** States of agitation or anger
- 63.7%** Pervasive sadness
- 60.9%** Heart palpitations
- 60.7%** Insomnia
- 59.6%** High blood pressure (hypertension)
- 58.7%** Obsession over personal circumstances
- 50.0%** Intrusive thoughts (flashbacks, nightmares)
- 49.8%** Loss of affect (flat emotional responses)
- 49.0%** Depression (diagnosed)
- 48.2%** Migraine headaches

% of people reporting symptoms during or after bullying episodes. ⁷

When people experience bullying:

- Lost **time**: 7 days more sickness absence ⁸
- Lost **motivation**: 48% reduced effort ⁹
- Lost **productivity**: down by 50 – 70% ¹⁰
- Lost **quality**: 50% worse on cognitive tests ¹¹
- Lost **resources**: 12 - 72% left job ^{12 / 13 / 14}

People who have been bullied at work are twice as likely to have suicidal thoughts ¹⁵

- 29% contemplated suicide
- 16% developed a plan to end their lives
- Separate study showed 50% of those who develop a plan attempt suicide, with a 3% success ratio ¹⁶

Discussion: What are your thoughts about these impacts of bullying?

Agree your team's expectations

Discussion: Talk about and agree the behaviours that work for you as a team.

Defining the behaviours you want in the team makes it easier to be great role models, to appreciate what works and to speak up when you need to. You can use values and behaviours to facilitate your discussion, but they should be relevant to your team and agreed together.

	Behaviours we want to see	Behaviours we don't want to see
We Care		
We Respect		
We are inclusive		

7. Little things that make a big difference

Finally as a team **discuss the little things you could do every day to support each other.**

Once you've finished talking through each item, tick it off the list and move to the next. As you talk about each item you can make notes to remind yourself how you can support yourself and others. You don't need to fill in every box, just those which are most helpful to your team.

Little things we can all do every day to create a positive culture

- Be responsible for your own attitude, behaviour and reactions.

- Be interested, check in with people and ask how they are.

- Let people know if you are on the receiving end of inappropriate behaviours.

- If something doesn't work for you speak up the first time, don't wait.

- If you witness something that's not right, speak up, don't wait.

- Show appreciation – say 'thanks' – when people do the right thing.

References

References

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Further support and guidance

If you feel you need more guidance on what to do next, you can visit the intranet where you can download the following tools and resources:

For you

- Information about our approaches, policies and procedures
- Guidance on what is acceptable and unacceptable behaviour
- Who to speak to for support
- Step-by-step guides walking you through all of your options

For your Team

- Guides and templates to help you discuss and improve team culture
- Roles and responsibilities
- Guide for managers

This is one in a series of guides to support anyone who is a target of inappropriate behaviour, has witnessed or had an allegation of such behaviour made against them, and for managers dealing with poor behaviours in their teams.



For more assistance accessing these materials or if you have any questions, you can get in touch with the people listed below who can advise you on informal/formal procedures and support you throughout the process.

- [Health & wellbeing pages on the intranet](#)
- HR team
- [Freedom to Speak Up Guardian](#)
elft.freedomtospeakup@nhs.net
Tel: 07436027388
- Occupational Health
elft@teamprevent.co.uk
Tel: 01327 810777
- [Carefirst](#)
Tel: 0800 174 319
- Or contact your Union rep

Our approach to giving feedback

We use the A Kind Life approach to giving and receiving feedback – including the ABC of Appreciation and the BUILD kinder feedback model. You can learn more about this in the guide to Step 3 of our Respectful Resolution pathway. And in a suite of e-learning tools which you can find on our Learning Management System.

