Values, Behaviours & Culture Group
Workshop Summary, 25th February 2014

Prepared for NHS Do OD - 03 March 2014
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Onyx Management Consulting LLP
Kemp House
152 City Road
London, EC1V 2NX
United Kingdom
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Session 1: Creating a common purpose
Summary of session outcome

The group agreed to the following team objectives:

- Collate impactful tools and techniques that have been used within the NHS
- Explain the links between behaviours, values and culture and why it is important
- To collate and share success stories of various behaviours, values & culture
- To help create the conversations about behaviours, values & culture
- To be a “hub” for behaviours, values & culture
- To create a lasting and sustainable impact by creating excitement or “buzz” around this group
Session 2: Exploring organisational issues

Summary of Issues/Initiatives

- Selection process &
  Initial start of role (2)
- Performance management & host conversation (3)
- Managing culture over time (3)
- Engaging leaders & boards (2)
- Power, control & hierarchy
- Risk (Anxiety)
- Emotional connections (5)
- Language & link to strategy
- Levers to help shift cultures
- Creating "I am the culture" (4)
- Stewardship
- Behaviours & consequence (7)
Summary of session outcome

Following the breakout brainstorm session on specific organisational issues or initiatives the group should consider, under the behaviours, values & culture banner, facing the NHS; the team narrowed down these to the following list:

- Selection process and the initial days of a new employee- ensuring they gain a good understanding of the expected culture, values & behaviours
- How performance management is done in the NHS and having honest conversations about performance
- Engaging leaders and the board on behaviour, values & culture issues
- Power, control & hierarchy- the impact this has on the organisation
- Risk aversion within organisations
- Emotional connections between employees and patients- how to keep this engaged
- The language used within the NHS and how culture links to the strategy
- Identify leavers to shift the existing culture
- Creating “I am the culture” within the NHS- creating ownership of the culture amongst all employees
- Expected standards of the behaviours, values and culture- how should this be defined, managed and enforced
- Behaviours and consequences- looking at how unacceptable behaviour should be dealt with and consequences for individuals who breach these
- Managing culture over a merger, acquisition or split of an organisation

Images of the individual breakout brainstorming:
Session 3: Immersion session

The group selected two challenges from the previous session to delve further on the day. The other challenges listed in the previous session is to be addressed following the workshop. This session was the first step in a two-step process to arrive at a series of creative and impactful initial ideas to address the chosen challenges.

This first step was to allow the group to gain a deep understanding of the challenge. The group centred their discussions using the empathy map, which is used to build a deep understanding of the experiences and perspectives of an individual facing the challenge. The empathy map template is:

```
What does she think and feel?
What does she hear?
What does she say and do?
What does she see?
Pains       Gains
```
Challenge 1: Creating “I am the culture” within the NHS

The image below shows the outcome of their discussion of the experience of a front line employee:
Challenge 2: Engaging emotional connections between employees and patients

The image below shows the outcome their discussion of the experience of a care support assistant:
Session 4: Ideation Session

Building on the deeper understanding of the challenge, this second step was a facilitated brainstorm to generate creative ideas. The aim of the session was to generate as many ideas as possible and a discussion of each idea to enable others to enhance the idea further. To ensure the brainstorm was focussed, prior to commencing, the groups had to articulate clearly in a what the specific challenge they were brainstorming solutions for. The teams then presented their favourite idea which they would like to take forward.

Challenge 1: Creating “I am the culture” within the NHS

The specific challenge: How do we turn drains into radiators? Overcoming hurdles and creating gains to change

Brainstorm session outcomes:
How do we turn drains into radiators?
Overcoming hurdles and creating gains to change

- Promote technology or enables
- Organise for Apprentice
- Buddy Champions
- Build on pride
- "Proud of the wins" "Keep the troubles working"
- Tip: point bank
- Videos
- Linked in vs. "I say profit"
- CBT
- Today: I did... I felt... I learned...
- Points mean props.
- 1 thing that made me feel free proud now...
- CBT
- Change agents or change enemies
- Video positive speech: small & slower members
Idea presented to entire group:

- Aggregate scores for each NHS organisation
- Points from the “game” results is awards/prizes/recognition
- Game to represent “how you are feeling”
- Display aggregate results within the workplace
- Things that I saw that made me proud/disappointed
- Allow expressions of “today I did...”, “today I feel...” and “today I learnt”
Challenge 2: Engaging emotional connections between employees and patients

The specific challenge: What can we (OD) do to help others (re)make & maintain emotional connections?

Brainstorm session outcomes:
Idea presented to entire group:

- The main “theme” that linked many of their ideas revolved around the question “how can we really get in touch with how staff feel?” There needs to be further development on this, but the app idea that came out of challenge 1 would help here.

- Another key theme around their brainstorm was around recognition for staff that were delivering excellent service to patients. Looking at the various recognition schemes (mainly non-monetary awards) in existing NHS organisation to look for high impact lessons/ ideas.
Session 5: Next steps

Pulling together the day, there were obvious next steps that the group has suggested furthering in the session where the group objectives were set, the organisational issues/ initiatives session and as a result of the brainstorming.

The group arrived at a few key next actions to be progressed immediately, with volunteers identified to lead each of them. The unallocated actions are to be reviewed following the March DoOD meeting.

Agreed immediate next steps:

- Articulate link between cultures, values & behaviours – Mike Barnett
- Produce summary of this workshop – Eeswaran Navaratnam
- Arrange next meeting to further group work for after 17th of March – Stephanie Foley
- Take app forward – Paul Taylor & Jodi Brown
- Lead presentation for the session on the 17th of March – Jodi Brown
- Collate practical tips/ tools/ practices on values based recruitment from NHS organisations – Stephanie Foley