



MWL Behavioural Standards

How To Guide





Introduction

At MWL, every interaction matters. How we speak, listen and support one another directly shapes the outstanding care we deliver and the experience of everyone who comes through our doors. The MWL Behavioural Standards are designed to help us foster a workplace where our Trust values of being Kind, Open and Inclusive guide everything we do.

Our Values and Behaviours were developed with our staff, ensuring they reflect what matters most to us as a team. They help create a positive, respectful and productive environment where expectations are clear and everyone feels supported to do their best.

Working in healthcare can be both challenging and deeply rewarding. That's why it's important that we look after each other, communicate honestly and act with compassion. By living these standards, we build a culture where colleagues feel valued, patients feel safe and teams feel confident and connected.

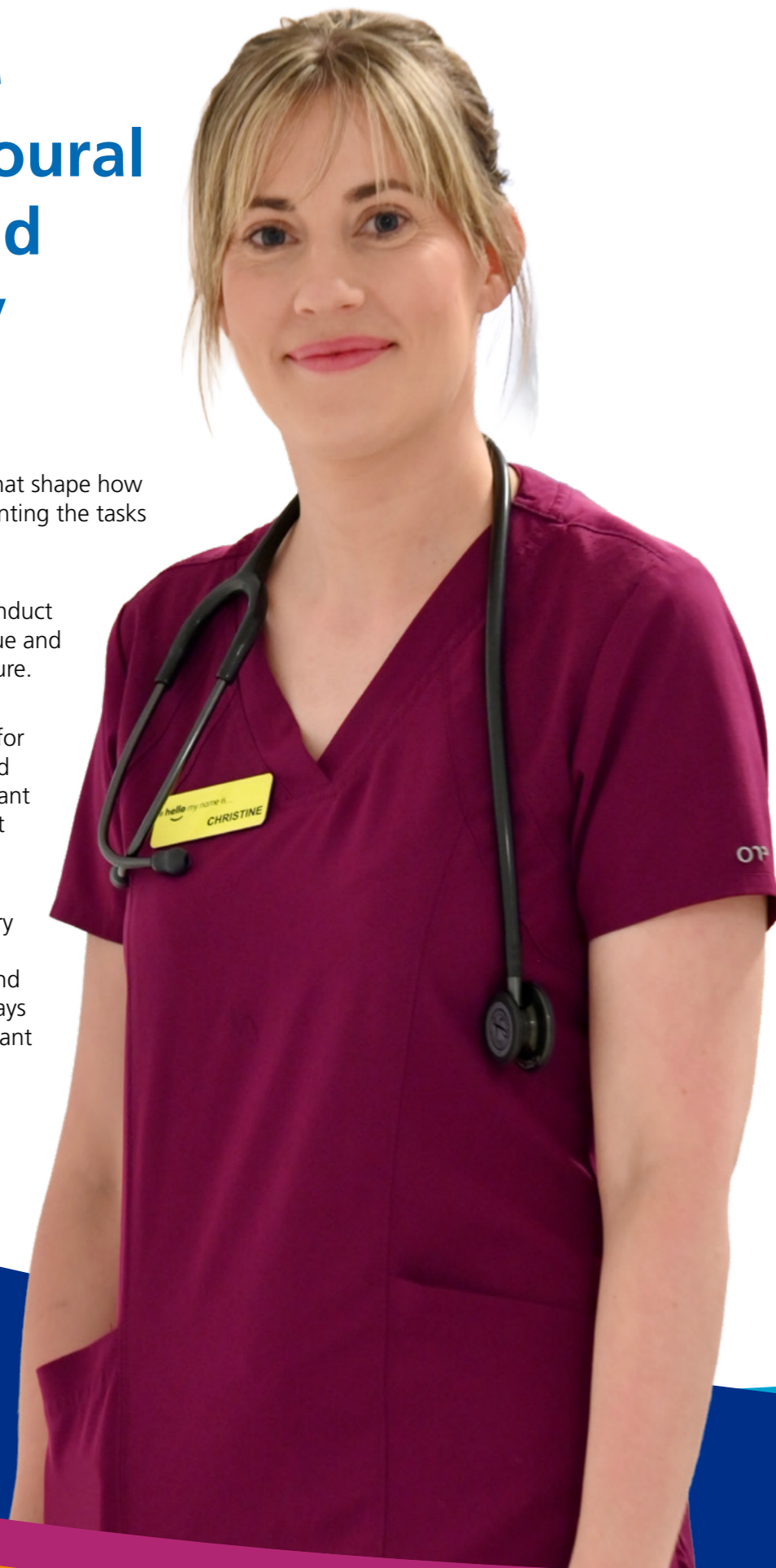
This guide sets out the shared expectations that help us work together in a way that reflects our values and strengthens the trust our local communities place in us.



What are the MWL Behavioural Standards and why are they important?

- They outline the core behaviours that shape how we approach our work, complementing the tasks we do every day.
- They describe the attitudes and conduct expected from every MWL colleague and support our vision, values and culture.
- They are used for many purposes, for example, as part of recruitment and induction, and can form an important part of appraisals and development conversations.

By demonstrating these standards, every member of Team MWL contributes to making our Trust a positive, effective and rewarding place to work. Each of us plays a vital role in creating the culture we want to be part of.



MWL Values and Behaviours



**We are
KIND**

We:

- Treat every individual with respect.
- Are compassionate in our support of patients and colleagues.
- Are friendly and welcoming and always introduce ourselves.
- Care for each other as we care for our patients.
- Are polite and value each other's thoughts and ideas.



**We are
OPEN**

We:

- Are always listening and learning.
- Encourage and support two-way communication.
- Are honest, fair and open with others.
- Take responsibility for our actions and always aim to improve.
- Develop our services in the best interests of our communities.



**We are
INCLUSIVE**

We:

- Value everyone's cultural, social and personal needs.
- Celebrate our differences and support each other.
- Listen to all voices.
- Work as a team and learn from each other.
- Challenge prejudice and promote acceptance.

How do you use the MWL Behavioural Standards?

This guide is designed to help you bring the MWL Behavioural Standards to life in your day-to-day work. It highlights the behaviours everyone should expect to see and hear - and those they shouldn't - so that we can all contribute to a positive, respectful workplace.

How to apply the standards

- **Familiarise yourself with the expected behaviours**
Take time to explore each element and understand what we expect and don't expect to see and hear at MWL.
- **Use behaviour-based language**
When giving feedback, refer to specific examples and link them directly to the standards.
- **Encourage self-reflection**
Invite colleagues to consider their own behaviours and how they align with the standards.
- **Embed the MWL Behavioural Standards in everyday practice**
Treat them as a living tool - something that shapes conversations, guides decisions, and supports team culture.

Tips for effective use

- Keep the standards visible and easy to access.
- Use them consistently across teams to ensure fairness.
- Celebrate behaviours that reflect our MWL Values.
- Address concerns early, using the standards as a reference point.

The MWL Behavioural Standards have been produced in collaboration with staff from across the Trust, and provide a living example of the behaviours **we do and don't** expect to see and hear at MWL.

Directly aligned to our values, you will find them on the following pages.



**We are
KIND**

Kind

- We treat every individual with respect.
- We are compassionate in our support of patients and colleagues.
- We are friendly and welcoming and always introduce ourselves.
- We care for each other as we care for our patients.
- We are polite and value each other's thoughts and ideas.

Behavioural Standards

What we expect to see and hear at MWL	What we don't expect to see and hear at MWL
I do consider the needs of others and make decisions to ensure everyone I meet has a positive experience at MWL.	I don't say unkind things , dismiss other people's opinions, or lack compassion and understanding.
I do celebrate others , taking time to notice good work and thank people for what they've done.	I don't refuse to help or say things like "it's not my job", "it's not my problem", or "I don't care."
I do listen without judgement , showing curiosity, patience and empathy.	I don't treat people inconsistently , where sometimes I behave warmly with some people but differently with others.
I do recognise the impact I have on others , and I take responsibility for my attitude.	I don't turn up late for meetings or keep others waiting without a valid reason.
I do bring a positive, can-do approach , helping to make MWL a supportive and enjoyable place to work.	I don't gossip or speak negatively about colleagues , hold grudges or act in ways that damage trust, morale or team relationships.



We are OPEN

Open

- We are always listening and learning.
- We encourage and support two-way communication.
- We are honest, fair and open with others.
- We take responsibility for actions and always aim to improve.
- We develop our services in the best interest of our communities.

Behavioural Standards

What we expect to see and hear at MWL	What we don't expect to see and hear at MWL
I do create a safe space for people to share ideas, raise concerns, and talk openly about errors without fear of blame.	I don't blame others for problems without considering how my actions and behaviour may have contributed to the situation.
I do embrace change and new ways of working , remaining flexible so I can respond positively to new challenges.	I don't ignore feedback or react defensively when it is given to me.
I do take responsibility for delivering sustainable services , ensuring value for money and continuous improvement.	I don't excuse or ignore unkind, hurtful or inappropriate behaviours , like dismissing them as "just someone's personality" rather than addressing them.
I do communicate clearly and openly , so people have the information they need to do their best work.	I don't stay silent when concerns are raised , shut people down, or ignore issues.
I do ask for what I need , and I reach out for help when I'm unsure or struggling.	I don't block or dismiss others' ideas , not giving people time or space to contribute.



We are INCLUSIVE

Inclusive

- We value everyone's cultural, social, and personal needs.
- We celebrate our differences and support each other.
- We listen to all voices.
- We work as a team and learn from each other.
- We challenge prejudice and promote acceptance.

Behavioural Standards

What we expect to see and hear at MWL	What we don't expect to see and hear at MWL
I do actively promote inclusion and respect , and I speak up when I see behaviour that goes against this.	I don't name call, shout, verbally abuse colleagues, patients or carers.
I do demonstrate self-awareness and generosity , being open, fair and thoughtful in how I work with others.	I don't ignore basic courtesy , such as not saying "please", "thank you", or acknowledging others.
I do work as part of the team , recognising when others are under pressure and offering help, time, or resources when possible.	I don't interrupt, talk over people or dismiss others in meetings, making it hard for them to contribute.
I do seek out different voices , especially from people with perspectives, backgrounds or experiences that differ from my own.	I don't disengage when someone is speaking , for example through avoidable distractions such as looking at a mobile phone, or treat the conversation with disrespect.
I do actively work to educate myself , learning about different cultures, communities, and lived experiences.	I don't work in isolation , withholding information or resources or treat people outside of my team or department as if they are not colleagues.

Navigating difficult conversations and challenging behaviours

Knowing that there is a need to have a difficult conversation, whether this is with a colleague or a manager can be daunting. However, if these conversations don't take place, the situation can escalate. When we approach these conversations with kindness and clarity, they become much easier and often far more productive than we expect.

What prevents us from having the conversations?

- I worry the other person will react badly or become defensive.
- I don't want to upset someone or make the situation awkward.
- I'm not sure how to say it without causing offence.
- I'm afraid it will damage our working relationship.
- I feel unsure whether what I saw was 'enough' to challenge
- I don't feel confident having difficult conversations.
- I'm worried I won't be supported if the conversation doesn't go well.
- I hope the behaviour will improve on its own and avoid the issue.

This section of the guide is designed to give you the confidence, tools and language to challenge behaviours early, constructively and compassionately so you can support your colleagues and role-model the behavioural standards expected across MWL.

We have included two examples, although you may wish to research other tried and tested options.

Example 1

Using the Situation Behaviour Impact (SBI) Feedback Model

The SBI Model helps you keep the conversation clear, fair and focused on what actually happened. It breaks the feedback into simple steps:

Step 1 Describe the situation –
Be specific about when and where the behaviour occurred. **“At the leadership team meeting this morning...”**

Step 2 Describe the behaviour –
Stick to observable actions, not interpretations or assumptions. **“I heard you say, ‘it’s not my job’ and ‘I don’t care’ several times”**

Step 3 Describe the impact –
Explain how the behaviour affected you, the team, a process, or the work. **“It makes me think you are not committed to the team’s success. I think it is damaging the team’s morale, and it makes me feel frustrated.”**

Step 4 Ask questions and co design solutions – Explore the reasons behind the behaviour and agree next steps together. When people help create the solution, they are far more likely to commit to it. **“How does this land with you? How can we best resolve this going forward? What support do you need from me?”**

Example 2

Using the P.O.E.M.S tool as a first response to challenge poor behaviour

This provides a structured way to understand, analyse, and respond to challenging behaviours by breaking them down into clear, manageable components.



Prepare

- Take a moment to prepare. If you are feeling emotional, annoyed or frustrated, it's not the right time to have the conversation.
- Think about the environment. Is it a private space? Do you have enough time for the conversation?



Opening

- Frame a strong, assertive reason at the opening of the conversation and provide facts and specific examples.
- Tell your story and frame it in terms of what the facts made you **'think + feel'**.



Explore

- Explore the other person's point of view – allow them to talk about their story and perspective.



Make it safe to talk

- Make it safe to talk by staying curious and listening.
- Remember you can listen without agreeing.



Summarise first

- When you summarise, you show you have listened, reflected and heard their point of view.
- Mutually agree a way forward.

What to do if you can't come to a mutually positive agreement?

Sometimes, even with the best intentions, you may not reach a positive agreement during an initial conversation. If this happens, pause the discussion, summarise what you've both heard so far, and agree to revisit the issue after some reflection time. This gives everyone space to think more clearly and can prevent the conversation becoming unproductive.

If the behaviour continues or you still can't reach an agreement when you meet again, it's important to seek support, this might mean involving your own manager, HR or another appropriate colleague. This is to make sure the behaviour is addressed fairly, consistently and in line with our Trust Values and the MWL Behavioural Standards.

You can:

1. Decide not to escalate and state specifically what behaviour you expect to see in the future, or
2. Decide to escalate and explain why and what will be happening next.

Note.

Some behaviours described here may require formal action under Trust policies. This guide does not replace disciplinary, grievance or dignity at work procedures.

Recognising and celebrating positive behaviours

At MWL, we believe that positive behaviours don't just help us work better together - they shape the culture we're proud to be part of. Taking the time to acknowledge these positive behaviours helps reinforce the standards we expect and staff feel respected and motivated

Why recognition matters

- It shows staff that their efforts are noticed and appreciated.
- It encourages consistency in how we work and interact.
- It strengthens team relationships and builds trust.

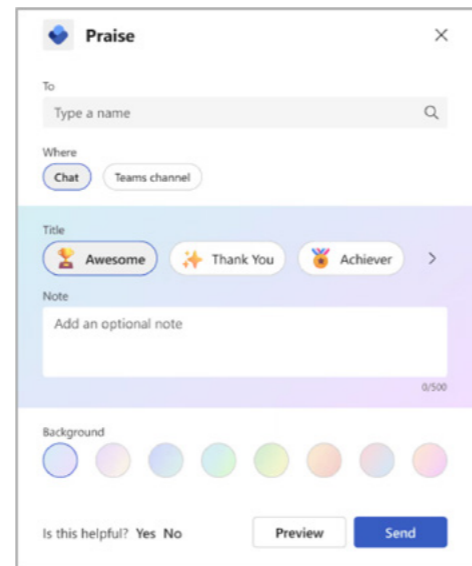
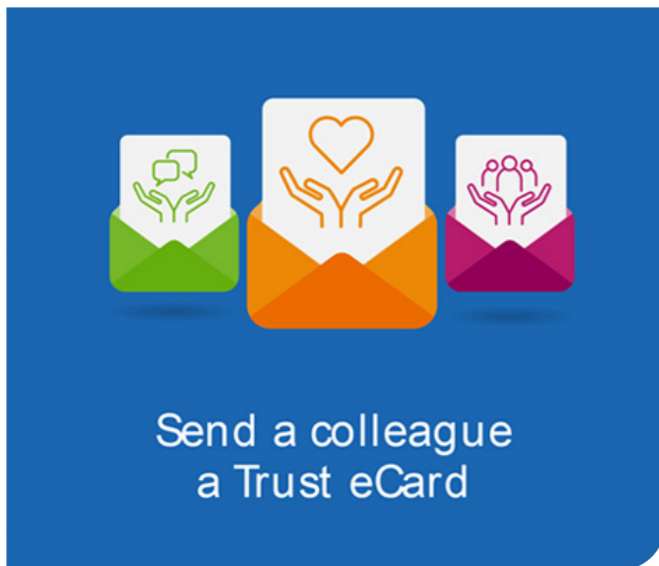
Ways MWL recognise and reward staff



- **Employee of the Month**
 - The Trust recognises individuals who have demonstrate MWL's Values and Behaviours, go the extra mile and deliver our vision of 5 Star Patient Care.
- **Living our Values Awards – NEW, launching April 2026.**
- **MWL Staff Awards**
 - The Annual Staff Awards recognise and celebrate the hard work and dedication shown by our colleagues and teams across the Trust, who have gone above and beyond in their role and contributed to outstanding patient care.
- **Long Service Awards**
 - The Trust celebrates colleagues who have a long and successful career here with us at MWL at the annual Long Service Awards.



Ways you can recognise and reward your colleagues



- **Living our Values: e-cards – NEW, launching April 2026.**
- **Thank You postcards**
 - Available in the 'Logos, templates and posters' section on the staff intranet.
- **PRAISE tool in Microsoft Teams**
 - Go to the chat or channel where you want to send praise.
 - In the message box, click + and search / select 'praise'.
 - Select a badge that reflects the reason for recognition.
 - Write a short, meaningful note explaining the reason for the praise.
 - Click send.

Further support and resources

To support you in using the MWL Behavioural Standards, we have created resources that you can download for your work area/team which are available on the staff intranet.

These are:

MWL Vision and Values

OUR VISION
5 star patient care

OUR VALUES

- We are KIND**
 - Treat every individual with respect
 - Are compassionate in our support of patients and colleagues
 - Are friendly and welcoming and always introduce ourselves
 - Care for each other as we care for our patients
 - Are polite and value each other's thoughts and ideas
- We are OPEN**
 - Are always listening and learning
 - Encourage and support two-way communication
 - Are honest, fair and open with others
 - Take responsibility for our actions and always aim to improve
 - Develop our services in the best interests of our communities
- We are INCLUSIVE**
 - Value everyone's cultural, social and personal needs
 - Celebrate our differences and support each other
 - Listen to all voices
 - Work as a team and learn from each other
 - Challenge prejudice and promote acceptance

MWL Behavioural Standards

We are KIND

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I DO listen without judgement, showing curiosity, patience and empathy.	I DON'T treat people inconsistently, where sometimes I behave warmly with some people but differently with others.
I DO recognise the impact I have on others, and I take responsibility for my attitude.	I DON'T turn up late for meetings or keep others waiting without a valid reason.
I DO bring a positive, can-do approach, helping to make MWL a supportive and enjoyable place to work.	I DON'T gossip or speak negatively about colleagues, hold grudges or act in ways that damage trust, morale or team relationships.

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I DO seek out different voices, especially from people with perspectives, backgrounds or experiences that differ from my own.	I DON'T lose focus when someone is speaking, for example by looking at a phone, appearing distracted or avoiding reasonable eye contact.
I DO actively work to educate myself, learning about different cultures, communities, and lived experiences.	I DON'T work in isolation, withholding information or resources or treat people outside of my team or department as if they are not colleagues.

MWL Behavioural Standards Leaflet



Wellbeing Support

Supporting the wellbeing of our staff is central to how we work at MWL. We recognise that delivering high-quality care begins with feeling valued, supported, and able to bring your best self to work. This section outlines the range of wellbeing resources available to you.



Wellbeing Hub



The Wellbeing Hub is our dedicated space for supporting colleagues across MWL, whether you need guidance, a safe place to talk or simply want to enhance your everyday wellbeing at work and home. It brings together a wide range of resources, services, and practical tools designed to help staff look after their physical, emotional, and mental wellbeing.

Mental Health First Aiders



MWL has a network of Mental Health First Aiders who are equipped to offer a listening ear, provide reassurance and guide staff toward appropriate support when they need it most.

VITA Healthcare



All MWL staff can access free support, counselling debt advice and more from VITA, our Employee Assistance Programme. Call 0800 111 6387 or visit www.my-eap.com using the access code: STHK WELL or SOUTHPORTWELL.

Staff Communities



Supporting our staff by providing a safe and inclusive environment is something we pride ourselves on at MWL. Our Staff Communities play an important role in helping to drive behaviours, influence change and make improvements.

Staff Networks: PROUD@MWL, Building a Multicultural Environment (BAME) Network and Building Abilities@MWL.

Staff Groups: Armed Forces, Carers, Menopause and Women's.

Freedom to Speak Up



MWL's Freedom to Speak Up Guardians are committed to helping make sure that everyone feels empowered to speak up and that every concern is met with care, respect and meaningful action.

We hope you've found this how to guide helpful and that it gives you the confidence, language and practical tools to navigate behaviour conversations with clarity and compassion.

Our aim is to support you in creating a kind, open and inclusive culture where great behaviours thrive and challenges are addressed early and fairly. Your commitment makes a real difference to your teams, your colleagues and the care we provide every day at MWL.