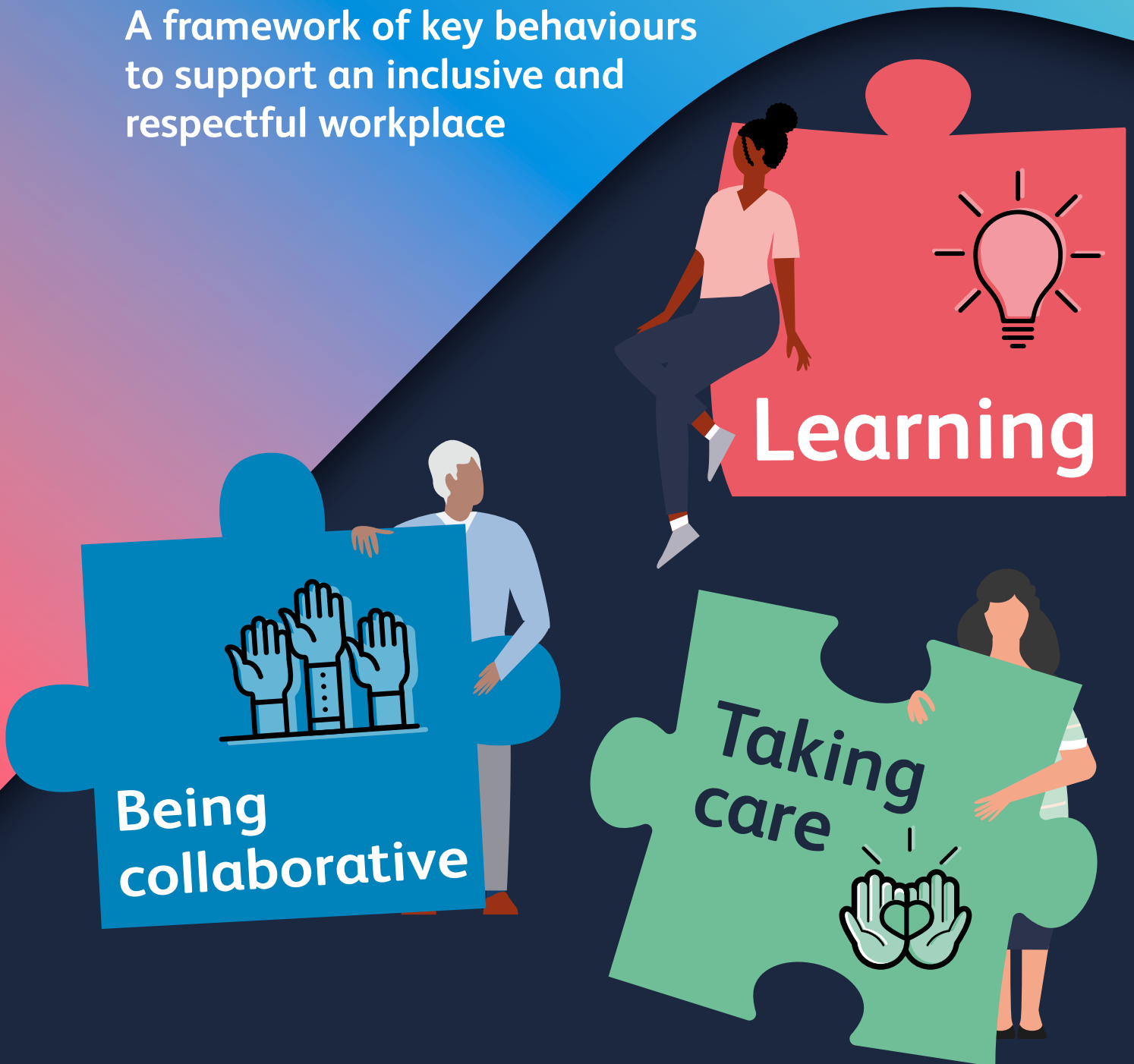




Royal College  
of Physicians

# Living our values

A framework of key behaviours  
to support an inclusive and  
respectful workplace



# Introduction

The RCP's three values of **taking care**, **learning** and **being collaborative** drive the way we behave, how we interact with each other, and how we work together to achieve our vision and improve patient care.

This **Living our values framework** outlines a set of behaviours to underpin our values. These behaviours translate our values into actions we can apply every day to our working lives to contribute to a thriving workplace.

We expect our senior leaders and managers to lead by example and demonstrate all of the behaviours under each of the values, and ensure that the people they manage understand the behaviours expected of them. Those in senior roles need to reinforce our ambition to be a learning organisation and ensure that our values and inclusive principles are integrated into the planning of service commissioning and each new project.

Each value has 10 behaviours that apply to all RCP staff. They outline what we can expect from each

other in order to work more effectively together and build an environment of trust, positivity and inclusion. These behaviours are not exhaustive. There are eight additional behaviours for managers and those who lead workstreams and projects. Finally, a third category outlines behaviours that we don't want to see. These are behaviours that undermine our values and could lead to people feeling disrespected, unheard or excluded.

The Living our values framework should be used to inform all aspects of our work, including everyday decision-making, how we run meetings, how we recruit, how we support people's development and performance. By visibly demonstrating the behaviours, we can all play our part in creating a positive workplace where everyone feels included and respected, and proud to be a part of the RCP.

Thank you to everyone who contributed to the framework at sessions, in meetings and by commenting on drafts. Around 100 people were involved, and staff, volunteers and clinicians were invited to contribute.

**‘Every day RCP employees, officers, clinicians and volunteers help to deliver our vision: the best possible health and healthcare. To deliver it, we need all our people to feel valued, supported and enabled to perform at their best. Our collectively defined values are taking care, being collaborative and learning. We have used these to identify values-aligned behaviours that facilitate a culture that is supportive and inclusive, and promotes accountability and achievement.’**

– RCP leadership team, Employee Forum chair and vice chair

# We value taking care

This means we behave respectfully towards people, whatever their role, position, gender or background. It means we act as representatives of the RCP, and take decisions in the interests of the organisation as a whole.



## Behaviours we expect of everyone at the RCP

- > We ensure that everyone feels included
- > We actively listen to understand and don't simply reply
- > We give time for reflection before making decisions
- > We recognise and respect that we have different needs
- > We give credit to the person who has an idea
- > We provide feedback that is specific, targeted and fair
- > We deal with disagreements with care and discretion
- > We respect everyone we work with regardless of job and background
- > We take responsibility for doing our job to the best of our ability and take ownership of mistakes
- > We support colleagues' mental and physical health



## Behaviours we expect of managers and those leading workstreams or projects

- > We lead by example and model behaviours that support taking care and constructively challenge behaviours that undermine the value of taking care
- > We demonstrate self-awareness and impact on others
- > We listen to the concerns of the team and action/escalate if necessary
- > We celebrate individual and team accomplishments
- > We tailor our line management support to the needs of the individual
- > We are transparent and value diversity in recruitment
- > We acknowledge resource gaps and support staff through them
- > We make time to check in on staff



## Behaviours we don't want to see and that we constructively challenge

- > Using blaming, condescending or confrontational language/tone
- > Forgetting that not everything is equal and fair
- > Acting on assumptions based on preconceived ideas
- > Using 'reply all' to emails unnecessarily

# We value being collaborative

This means we continuously improve through active learning and honest reflection, so that we grow personally and as an organisation, while striving for excellence. We support learning and development opportunities.



## **Behaviours we expect of everyone at the RCP**

- > We encourage and welcome diversity of thought and ask 'whose voices are missing?'
- > We use a variety of methods to collaborate – team and directorate meetings, 1:1s, Spark, newsletters, all staff meetings
- > We actively thank colleagues across the college for their contributions
- > We listen and let people know they have been heard
- > We identify opportunities to share information, eg from meetings
- > We are aware of and adapt to different people's working styles
- > We identify and act on opportunities to collaborate with others
- > We are interested in each others' ideas and find out how colleagues from different functions contribute to the RCP's work
- > We support others to participate in initiatives that strengthen collaboration, eg Learning at Work Week, Wellbeing Fortnight, Giving Something Back
- > We are accountable: we do what we say we will do and communicate if we are not able to



## **Behaviours we expect of managers and those leading workstreams or projects**

- > We lead by example and model behaviours that support collaboration and constructively challenge behaviours that undermine collaboration
- > We provide formal and informal avenues for everyone to have a voice and confidence to challenge without prejudice
- > We understand and utilise the strengths and skills of all staff
- > We communicate support for staff to participate in activities that strengthen collaboration
- > We delegate effectively and appropriately
- > We involve team members in decision making and encourage questions
- > We thank staff for doing their job and give praise and credit
- > We develop trusting and transparent relationships with team members so we are approachable



## **Behaviours we don't want to see and that we constructively challenge**

- > Not accepting or declining meeting invitations, or ignoring emails and calls
- > Being inaccessible when working remotely
- > Not attending or contributing to training or meetings
- > Ignoring people's contributions or reacting negatively to participation



# We value learning

This means we work together towards the RCP's vision in a collaborative and professional way, understanding that individuals bring different strengths and approaches to our work. We value diversity and each other's contributions.



## **Behaviours we expect of everyone at the RCP**

- > We address mistakes first with the person who made them
- > We share information, signpost and share learning with others
- > We dedicate time for learning
- > We encourage others' learning and celebrate achievements
- > We reflect on our strengths and development areas and take action
- > We undertake mandatory training in a timely way
- > We share knowledge and are transparent about decisions
- > We are imaginative and ambitious about what people can achieve
- > We recognise the need for continuous improvement
- > We accept feedback graciously and apply learning



## **Behaviours we expect of managers and those leading workstreams or projects**

- > We lead by example and model behaviours that support learning and constructively challenge behaviours that undermine learning
- > We set clear goals that are agreed and resourced
- > We protect time for learning
- > We identify strengths and learning needs with staff and encourage them to reach their full potential
- > We frame mistakes as an opportunity to learn, taking a collaborative and solutions-focused approach
- > We empower staff to work independently, encouraging them to seek help if needed
- > We ensure succession planning and development opportunities are inclusive
- > We explain rationale for decisions to enable staff to learn



## **Behaviours we don't want to see and that we constructively challenge**

- > Not explaining jargon and acronyms
- > Providing unnecessary supervision, being overbearing and directive
- > Being dismissive of the benefits and value of learning
- > Not appreciating different learning styles
- > Not providing feedback that is needed or providing unbalanced feedback

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