

# Executive Leadership Team Standards of behaviour

## Collaboration

- Provide and share with colleagues all information required to facilitate organisational activities and goals.
- Create and participate in opportunities to seek and provide support to each other.
- Plan and execute meetings with all stakeholders to meet predetermined meeting objectives.
- Communicate changes as quickly as possible using direct contact.
- No surprises: provide timely feedback and negotiate alternatives when outcomes and expectations cannot be achieved.

## Openness

- Actively contribute and receive dissenting or alternative views and engage in critical discourse to guard against “group think”.
- Be inclusive of all team members and work together to create solutions.
- Provide all information to the members of the team to enable informed decisions to be made.
- Dissent respectfully when you disagree.
- Commit to spending time together.
- Foster inclusiveness and transparency of relationships.

## Respect

- Respect the demands and pressure on one another, take the time to consider what it's like in a colleague's shoes.
- Keep things simple, clean and non-bureaucratic.
- Keep humour within professional boundaries and appropriate to audiences.
- Speak to the person directly if you have a problem with them, not someone else. Disagree with the point of view not the person.
- Speak respectfully about all professions, all staff.
- Use active listening techniques before responding to others.
- Respect individual skills and capabilities - acknowledge the expertise for which each person was appointed, and respect their ability to manage their portfolio.

## Empowerment

- Read papers, be prepared prior to meetings to provide effective governance and decision making for the organisation.
- Make sure everyone is clear on agreed actions.
- Allow, and take responsibility for mistakes made by your team.
- Make accountabilities and expectation within your team clear, to empower them to manage the responsibilities they have been given.
- Set reasonable expectations for actions and timeframes, and follow up actions within designated and agreed time frames.
- Share lessons learnt within our portfolios to enable the directorates and organisation to develop and thrive.

**ABOVE THE LINE BEHAVIOURS** - Agreed acceptable behaviours within the Executive Leadership Team

**BELOW THE LINE BEHAVIOURS** - Agreed unacceptable behaviours within the Executive Leadership Team

- Passing on information to other teams that has been deemed confidential or for executive members only.
- Not responding or keeping information to self.
- Relying solely on email for communication; assuming the message is received or understood.
- Cutting someone off if you disagree with their information or response.
- Passing your responsibilities on to other teams, disregarding their obligations, commitments and capacity.
- Making decisions between some of the team and not involving the rest of the executive team members.

- Withholding / not sharing information.
- Not providing factual information, don't change the message to please the recipients.
- Being passive aggressive.
- Don't allow the perception of exclusive relationships.

- Being late and not prepared for planned meetings.
- Excessive mobile phone use in meetings. Minimise the interruption and distraction of mobile phone use in meetings without jeopardising operational activities. Consider alternate management including use of executive assistants, message bank and diverted calls. If mobile phone interruptions are expected sit near an exit and take all calls outside the meeting.
- Blaming rather than being solution focussed.
- Not talking over others.
- Do not stereotype people or groups.

- Protecting your “patch” instead of working for the team.
- Not asking for help.
- Routine micromanagement.
- Setting up others to fail by not providing the right tools, learning opportunities and environment for your team.

# Executive Leadership Team Charter



- 1** We will be an Executive Leadership Team who pursues Caring for the Coast, every patient, every time in everything we do focusing on patients, carers and consumers experience through safety, quality and continuous improvement.
- 2** We together commit to identify, support and promote our key priorities to achieve the goals of our District.
- 3** We will demonstrate the CORE values of Collaboration, Openness, Respect and Empowerment in working together and with all staff, students and contractors within the District, including sharing information, maintaining confidentiality and considering the impact of decisions beyond our own areas of responsibility.
- 4** We will challenge each other in a respectful way, engaging in reflection and consultation whilst considering important issues in order to make effective decisions.
- 5** We will support each other so as to enable each of us to contribute effectively and positively to our team and our District.
- 6** As a team we are all equally and mutually accountable for these behaviours to achieve success.

