

LEADERSHIP – THROUGH THE LENS OF HEALTH AND WELLBEING

IN COLLABORATION WITH THE NHS NORTH WEST LEADERSHIP ACADEMY AND HWBINSPIRATION



The Healthy Leadership Framework was developed out of recognition of the impact good leadership and management have on employee wellbeing. The aim was to identify a behavioural framework that could be used flexibly to support healthy leadership development and help leaders promote positive wellbeing in the workplace.

The research involved identifying the leadership behaviours associated with positive and negative employee wellbeing, via a detailed literature review and wide-ranging engagement with leaders and employees across the public sector. These were developed with focus groups and validated through further engagement work and mapping against similar frameworks.



How the framework can be used:

The framework highlights that promoting wellbeing can be integrated into what we, as leaders and managers, already do. It is about the way we behave on a day-to-day basis. The HLF aims to provide leaders with a clear understanding of the behaviours they should show, and those that they should avoid, when working with others.

As well as informing personal behaviour, the framework could be integrated into:

- **Health and wellbeing conversations** as part of one-to-ones, supervision meetings and performance development reviews.
- **Teams performance review discussions**, using the framework to inform ground rules that create the conditions for psychological safety and an opportunity to talk about health and wellbeing.
- **Self-leadership** - attending to and prioritising your own wellbeing to positively role model 'healthy leadership' for self and others.



Get in touch!

We would love to hear your feedback!
Do share your comments with us and use the hashtag **#NWHealthyLeadership** to share with us your Healthy Leadership journey.

Healthy Leadership Framework

How I am (being)	
Actively engage with opportunities to understand and enhance positive mental and physical health for self and others, sharing own experience, being authentic.	
Positive Behaviours:	Negative Behaviours:
Being open, honest and transparent (authentic)	Lacking empathy
Showing compassion toward self and kindness and compassion to others	Being unpredictable in mood and inconsistent in behaviour
Showing vulnerability and humility (willingness to be critiqued, honest when don't know the answer, acknowledging when one has made a mistake)	Being distant, lacking visibility and not engaging with others
Being a good health and wellbeing role model (walking the talk)	Not always role modelling positive health and wellbeing behaviours (e.g., wearing long hours as a badge of honour)
Being self-aware and understanding how own behaviour impacts on others	Lacking self-awareness
What I do (doing)	
Actively support and empower others to manage work and how it's done.	
Positive Behaviours:	Negative Behaviours:
Trusting individuals and teams, giving them the autonomy and control to do their jobs (empowerment)	Making decisions without consulting others (e.g., authoritarian/autocratic/command and control/directive style)
Being clear on values, expectations, setting clear objectives/goals and checking with individuals that they feel they are realistic and achievable	Focusing on targets and task at the expense of health and wellbeing
Tackling bullying and challenge inappropriate behaviour	Making short term demands rather than allowing planning (being reactive, changing goal posts, setting unrealistic deadlines)
Being fair, flexible and pragmatic in ones approach to applying policy and adapting one's approach to meet individual need	Not always clarifying roles, responsibilities, objectives or acknowledging competing priorities (e.g., laissez faire management style)
Flexing and modifying work scheduling to support others wellbeing and achieve work life balance	Not always trusting others to do their job
What we do together (enabling)	
Actively empower an inclusive healthy wellness culture that mutually enables us all to bring our whole selves to work.	
Positive Behaviours:	Negative Behaviours:
Creating an emotionally supportive and psychologically safe work environment (positive, caring and supportive climate where people can speak out)	Micromanaging others and disempowering them
Respecting and valuing difference, taking an inclusive approach, recognising individuality and encouraging people to be themselves (embracing diversity)	Not always creating a safe environment to speak out (psychological safety)
Helping people connect to the wider meaning of their work, the contribution they make, creating a sense of belonging	Giving more negative than positive feedback, blaming and criticising and finding fault
Getting to know people/teams on an individual level formally and informally (treating them as humans not just colleagues)	Focusing on oneself and what I want to achieve at the expense of the collective good (e.g., hero manager/leadership style)
Coaching others to find their own solution (acting as a sounding board and challenging constructively)	Not always appreciating difference and diversity

For the full report, which includes the detailed research carried out, the full set of healthy leadership behaviours identified and more ideas about how to use the framework, as well as information about our other Health and Wellbeing offers, visit our website: <https://www.nwacademy.nhs.uk/discover/offers/healthy-leadership-framework>