Kindness & Civility

A guide for RUH colleagues

The RUH, where you matter

2nd Edition

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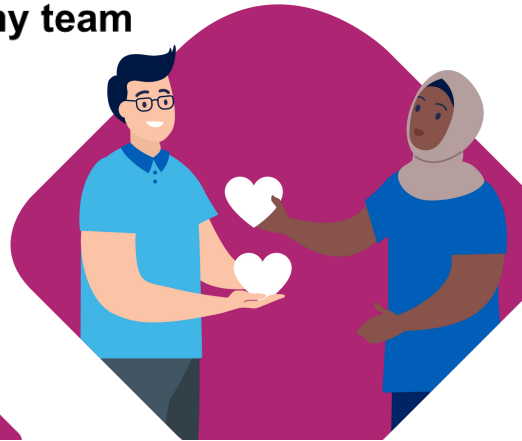
Civility at the RUH

We're proud to put people at the heart of the RUH. We want to create a future where everyone matters. Everyone means the people we care for, the people we work with and the people in our community.

We all come to work to do our best for our patients and to support one another. However, we know that the current pressures in the NHS are really tough. When we feel scared or anxious we are more likely to exhibit uncivil behaviours. Often these are subtle - abrupt emails, belittling or undermining, raised voices, gossiping or eye rolling. It could be easy to overlook these behaviours when we are working in a busy, pressurised environment. We want to make it clear that these behaviours are not in line with our Trust values: Everyone Matters, Working Together and Making A Difference. It is up to us, as colleagues and professionals, to become more aware of our behaviours and create the culture in which we want to work.

There is an increasing evidence base showing that civility between colleagues can greatly improve patient care and even save lives. If someone is rude to us at work, even if this is mild to moderate, research shows that our bandwidth to complete our tasks can be reduced by up to 61%. This results in us feeling powerless or humiliated and can have a significant impact throughout the day.

When an incident of rudeness or incivility occurs in teams, there is an impact on other team members: a 20% reduction in team performance and a 50% drop in willingness to help others. Research shows that the single most important fact that determines the output of medical teams is how they treat each other (Riskin and Erez - The Impact of Rudeness on Medical Team Performance; Paediatrics; September 2015)

This guide and toolkit has been designed to provide you and your teams with some practical tips and activities to help start conversations around kindness & civility whilst at work.

What is civility?

In its simplest form, civility and respect is about how we treat each other.

"You could use 'kindness' or 'respect', but in the end kindness is a virtue whereas civility is a behaviour. And that means there is scope to change how civil people are to each other, if you can persuade them to make a conscious decision about how they behave"

Dr Chris Turner - ED consultant behind Civility Saves Lives

What does civility look like?

Being inclusive
Being Helpful
Saying Good Morning
Taking Time To Understand
Noticing when things don't seem right
Offering Support
Disagreeing Without Disrespect
Being approachable   Showing fairness
Checking understanding   Smiling
Recognising And Admitting Mistakes
Listening
Including everyone in conversations
Explaining
Saying Thank You

What is incivility?

Incivility is low-intensity poor behaviour, characterised by rudeness and discourtesy where the intent to cause harm isn't always clear.

"Moments of disrespect which, on their own, do not amount to behaviour that could be described as bullying" …. but over time have a corrosive, contagious effect."

"In simple terms, it makes the workplace an unhappy place to be"

Wendy Irwin, Royal College of Nursing's equality and inclusion lead

What does incivility look like?

The impact of incivility in the NHS

I am the recipient of incivility

80% of recipients lose time worrying about the rudeness.

38% reduce the quality of their work.

48% reduce their time at work.

25% take it out on service users.

I am a member of staff witnessing incivility

50% decrease in willingness to help others.

20% decrease in performance.

I am a patient/relative witnessing incivility

75% less enthusiasm for the organisation.

66% feel anxious dealing with staff.

Incivility affects more than just the recipient – it affects everyone.

* taken from www.civilitysaveslives.com

The impact of incivility on patients

Incivility has been shown to reduce team functioning, clinical decision making and patient outcomes.*1

One study noted that colleagues who experienced incivility at work intentionally reduced their work efforts and spent time telling others about the incident and avoiding the perpetrator, which in a clinical setting takes their time away from caring for patients. * 2

Patients are also impacted by witnessing incivility. This could be whilst they are sitting waiting to be seen, or in an operating theatre being prepared for surgery.

Rudeness affects their confidence in the level of care they will receive, as well as their confidence in the organisation providing it. Research suggests that there is a 75% reduction in a patient's enthusiasm for the organisation if they witness incivility between colleagues. *3

All patients should expect the best possible care whilst at the RUH. For this to happen, colleagues need to have the best possible experience themselves whilst at work.

*1 https://www.civilitysaveslives.com/infographics?lightbox=dataItem-j9wmt66
*2 Pearson & Porath, Workplace Incivility, 2005
*3 figure taken from civilitysaveslives.org

Rudeness in a clinical setting

Increases staff sick days & staff turnover

Decreases attention & helpfulness

Increases Errors

*adapted from www.civilitysaveslives.com

Incivility at the RUH

We strive to be an organisation that enables its staff to flourish and embodies civility at the heart of all we do. However, we know that currently this isn't always happening. When we started this project we wanted to find out more about why this was, so we asked....

'What do you think causes incivility between colleagues at the RUH?'

Colleagues said...

No time for own wellbeing

Lack of self awareness

Afraid to speak out

Poor recruitment/promotion decisions

Poor behaviour rewarded

Poor behaviour tolerated

Ability to listen/understand

Poor change management

Lack of team working

Fatigue/depletion

No team development opportunities

Professional group tensions

No skills to challenge/feedback

Work pressure

Silo working

Frustration at systems/processes

No time/opportunity for human connection

Differing perspectives/assumptions

Lack of resources

Lack of respect for others

Remote technology

Not feeling valued

Hierarchy

Reverse hierarchy

Poor communication

Blame culture

Cliques

Stress bucket full

RUH Vision

Let's create a future where everyone matters. Everyone means the people we care for, the people we work with and the people in our community. Working together with you we will build one of the healthiest places to live and work. We will tack inequality whenever and wherever we see it. We will make the most of our available resources, talent, partnerships, advances in technology, ways of working, treatments and our estate. We want to make a difference.

The people we work with

Together, we will create the conditions to perform at our best.

Where you matter

The people we care for

Together, we will support you as and when you need us most.

The people in our community

Together, we will create one of the healthiest places to live and work.

Our Improvement System
Improving Together

Our Values
Everyone Matters
Working Together
Making A Difference

RUH Values

Our well-established organisational values are the bedrock of our Trust culture. Along with our commitment to kindness and civility and equality, diversity and inclusion, they underpin our approach to all that we do at the RUH.

Everyone Matters

We will be kind and caring

This means:

- Putting yourself in others' shoes
- Taking an interest in others' wellbeing
- Creating calm and welcoming environments
- Showing empathy, civility and compassion

We will treat everyone as an individual

This means:

- Seeing the person
- Recognising differences
- Understanding their needs
- Respecting their views, choices and dignity

Working Together

We will support each other

This means:

- Being aware of others
- Collaborating to provide the best possible service
- Building relationships within and across teams

We will actively listen

This means:

- Making time to listen
- Hearing people and responding
- Asking people if they need help
- Following things through

Making a Difference

We will share ideas and speak up

This means:

- Creating a positive culture where there is no such thing as a bad idea
- Seeking different perspectives
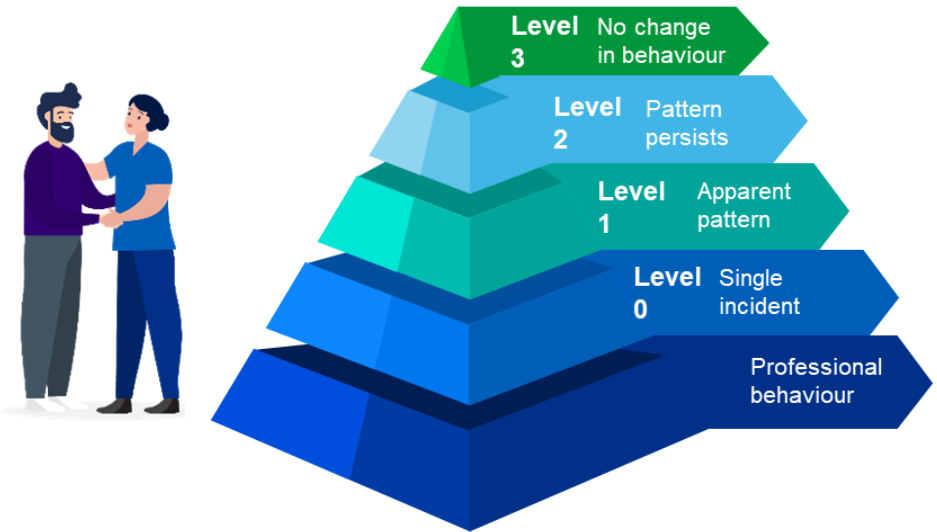- Being fearless in challenging the status quo

We will be responsive and efficient

This means:

- Taking the time to do things effectively
- Being respectful of other people's time and resources
- Minimising waste

Professionalism Pyramid

This visual pyramid provides us with a framework to think about and address ongoing incivility between colleagues.*

Level 3 No change in behaviour

Level 2 Pattern persists

Level 1 Apparent pattern

Level 0 Single incident

Professional behaviour

Professional behaviour

We know that the vast majority of colleagues come to work each day with the intention of working with kindness and civility towards each other. We might just need the occasional nudge or supportive feedback to keep us on track.

Level 0 - single incident

If a staff member has unintentionally upset a colleague at any point, an informal early 'cup of coffee' conversation provides a respectful, supportive environment for the individual to reflect on their behaviour and try to identify its causes, e.g. work pressure, hierarchical incivility etc.

The aim is to help individuals reflect on their behaviour and impact, and to think about alternative approaches and future coping strategies. The BUILD model for feedback (see page 14) could be used to help prepare for this conversation.

Professionalism Pyramid

Level 1 - Apparent pattern

An awareness intervention is helpful / appropriate when an apparent pattern of behaviour is observed.   The key element is for the manager to present the concerns (such as a series of complaints) to the individual concerned and encourage them to reflect on what might be behind the emerging pattern. It is important this stage is not about directive or corrective advice but a coaching approach. The individual is encouraged to reflect and be aware of their actions, triggers and impact on others. Once these are understood, they can decide on and apply a different approach. Again, the aim is to resolve the issues at an early stage and informally.

Level 2 - Pattern persists

This level of intervention is required where a pattern of behaviour persists, despite previous informal interventions and existing strategies at level 1. There is a need for additional management guidance and direction. This still requires coaching to explore why previous strategies have not worked and to agree a revised approach. It enables the individual to take ownership for resolving the matter within a framework of line management support. A review period and supportive action plan are agreed together to keep focus on positive, sustained change. This remains an informal stage; however there is a clear expectation / agreement in terms of the improvement required.

Level 3 - No change in behaviour

The disciplinary level intervention is required when an individual does not improve their conduct or behaviour following previous informal coaching and guided interventions at levels 1 and 2. This will also apply if a single serious incident amounts to misconduct and therefore requires escalation to the formal disciplinary level.

The HR / People Team are available to advise at this formal stage in terms of policy and procedure.

Support available

If you can't find what you need from the toolkit, or you would like some further support, there are a number of different services available for you at the RUH.

Organisational Development Team
If you would like support using any of these tools, or would like to talk about incivility within your team, please contact the OD team by emailing: ruh-tr.organisationaldevelopment@nhs.net

People Hub
The people team are here to help support you with all people related enquiries. They can also signpost to other services available. You can contact them by emailing: ruh-tr.hr@nhs.net

Staff Side
The Staff Side Committee at the RUH is composed of 10 separate unions, with each union offering many benefits for members including financial assistance and advice, access to free legal advice in addition to local representation and support. Unions protect members' rights and ensure members are treated fairly. You can contact Staff Side Chair by calling 01225 824993 or there is information on the intranet and union websites to help you decide the right union for you.

Equality, Diversity & Inclusion Team
The team can support staff on a number of issues, such as:
- Equality, Diversity and Inclusion (ED&I) training
- Support to staff on any ED&I issues (such as supporting staff with cultural differences or disabilities)
- Advice on how to make your service more inclusive
- Organising cultural celebrations

You can contact the team by emailing: ruh-tr.EqualityandDiversity@nhs.net or calling 01225 824136
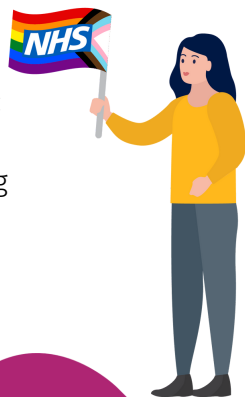
Support available

Employee Assistance Programme
The EAP provides free & confidential support for all staff. These include:

Counselling
The EAP service provides confidential counselling. This may be for work pressure, things outside of work, support through bereavement, improving your skills in managing stress or regaining control of your situation. You can contact the service by emailing: ruh-tr.EAP@nhs.net or by calling 01225 825960

Mediation
The team can also offer mediation, a collaborative approach to conflict resolution in working relationships, aiming to support those involved to find their own resolution. You can contact the service by emailing: ruh-tr.mediation@nhs.net or by calling 01225 825960

TRiM
This is available for staff who have been exposed to something potentially traumatic or upsetting. You can contact the TRiM service by emailing ruh-tr.TRIM@nhs.net

Health & Wellbeing Conversations
You can request one with your line manager or a trusted colleague. Templates and guidance are available on the intranet.

Freedom to Speak Up
Freedom to Speak Up is a confidential service that captures speaking up from staff. This could be a patient safety concern, an improvement, behaviours, culture or something that does not seem right. Speaking up can be challenging, worrying and a difficult thing to do; therefore as a service FTSU will listen and support staff, taking concerns seriously as they take them forward. You can contact the service by emailing: ruh-tr.freedomtospeakup@nhs.net or by calling 07500 726729

The toolkit

At the RUH we want to create a compassionate and inclusive culture with civility being at the heart of everything we do.

To help start conversations about civility we have created the following toolkit. It includes a number of practical tools & tips, and looks at instances of incivility through 4 different lenses:

I experience incivility

I witness incivility

There is incivility in my team

I can be uncivil / rude

We appreciate that talking about this stuff can sometimes be hard, so if you would like support in using any of these tools, please reach out to the Organisational Development Team, by emailing ruh-tr.organisationaldevelopment@nhs.net

For more resources, or to access the tools online please see our intranet pages:
https://webserver.ruh-bath.nhs.uk/staff_resources/values/kindness_and_civility.asp

Tool 1 : Challenging incivility

People may say rude things in different situations, for different reasons. Sometimes they know they are being rude; sometimes they have no idea that their behaviour is perceived as inconsiderate or disrespectful.

Regardless of the reason, the key thing is to always stay calm before you respond. Staying calm and making a good choice about how to handle it gives you the best chance to manage the situation well. So, before you react in anger or hurt, take a deep breath, count to ten and consciously choose how you wish to respond.

The BUILD model for feedback can help you have conversations when it matters most and lets the other person know their impact. The structure encourages us to take judgement out of the conversation and leads to self reflection and learning.

B — Describe the Behaviour

- Tell the other person what you observed or heard them doing
- Describe the action or behaviour
- Use facts not judgements
- Facts are unarguable and true
- Your beliefs or feelings are not facts
  Use the word you. You did. You said.

U — Understand their context

- Imagine what's going on for them
- Step into their shoes
- What are they going through?
- Do this in your own head - it must remain UNSAID
- Maybe they… Perhaps they…
  Builds empathy, changes your tone

I — Describe the Impact

- Describe to them the impact their behaviour had
- Could be impact on you, another person, a project or outcome
- OK to describe your feelings here
- I felt (not 'you made me feel')
- OK to say what you think the impact might have been on others

L — Listen to their point of view

- Ask one simple question, **"What was happening there?"** or **"I'd love to hear your perspective"**
- Then give them a chance to speak
- Don't agree or disagree
- Don't say 'yes' or 'no'
- Don't interrupt or judge, just listen (never ask 'why'?)

D — Ask what they could Do differently

- This is coaching. Letting them take responsibility for learning/change
- Ask: "What could you/we do differently?" and wait
- Or: "What could we do together to resolve this?"
- We will start expecting this question
- Resist any urge to suggest what they could do. Turns it into a 'telling off'!

I experience incivility

Tool 2: Reflection

How can I develop my skills and confidence to deal with incivility directed at me?

It is often not easy to know how to react 'in the moment' if you experience incivility – use the space below to reflect and develop over time.

What does incivility look like to me personally?	
Who in my team might support me if I want to talk something through?	
How confident do I feel to raise the impact of the incident?	
What words or phrases could I use if I wanted to challenge incivility if I experience it?	
What typically causes incivility within our team?	
What is the impact?	
What might make things easier for us all for the future?	
What else could I do to develop my skills?	

Ideas for using this tool

This tool could be used for individual reflection

You could also use it to start a conversation with a trusted colleague

Tool 1 : Challenging incivility

Being a witness to incivility can be unsettling, but knowing some options for ways to intervene can help make you feel more confident to challenge this type of behaviour. We potentially have 2 options to challenge incivility depending on what we witness; Calling it out or Calling it in.*

*adapted from Oregon Center for Educational Equity: What Did You Just Say? Responses to Racist Comments Collected from the Field

Call it out

- For when there is an immediate need to let someone know their behaviour is unacceptable and harmful.
- For when interruption is needed to prevent further harm, either to our patients or our colleagues.
- Calling it out needs courage - it will likely feel hard and uncomfortable but is sometimes necessary.
- Calling out allows us to hit the 'pause button' and break the momentum.

"You may not be aware, but you are shouting and talking over Tom – can we all take a breath and pause / listen while he completes his safety checks for this procedure?"

Call it in

- For when the impact of someone's behaviour doesn't match their intentions or they may be unaware of the affect they are having.
- Calling in needs curiosity and compassion – the intention is to help understanding and build empathy to enable someone to understand and change their behaviour.
- Calling it in is often a question.

"Thanks for seeing me. I'm here to ask you about what happened in theatre today. I heard there was an issue. Are you OK? From the perspective of those in the room, you came over as pretty abrupt/hostile. How do you think they felt?" What should we do now?"

From Chris Turner's Calling it out with compassion workshop

Tool 1 : Challenging incivility cont...

You can use one of the phrases below to let someone know in the moment that their behaviour is not in line with our Trust Values.
Choose one or two, or adapt with your own words:

I didn't like what you said about xxx. Don't say that anymore

I wonder if you realise how that comes across?

I don't like racist jokes. Please don't make them anymore

What I heard is..... and I think you are saying..... Is that what you meant?

What did you mean by that?

I wanted to let you know that when you said...that was hurtful/mean/tactless

I feel really hurt/insulted/affected by what you are saying

I'm not sure if you realise but what you just said felt pretty hurtful/inconsiderate/inappropriate

When you say.... I feel disrespected/sad/disappointed

You are being inconsiderate/ rude and I need you to stop

Tool 2 : Becoming an Active Bystander

What can I do when I witness incivility at work between colleagues?

Often the starting point to change is when someone notices and starts to talk about what they see.

When we ourselves are directly on the receiving end of rudeness or incivility, it can be hard to 'call this out'. This is when an active witness / bystander can have a really positive impact.

What do we mean by an active bystander?

Being an active bystander means being aware of when someone's manner or behaviour is perceived as rude or unhelpful, and choosing to raise or challenge it.

By intervening we can make others aware of the impact they may be having. This can shift what might be considered as 'acceptable' or 'normal' towards a better working environment for everyone.

Learning to recognise incivility and how you can intervene is an essential skill. You might do this yourself if you have the confidence and experience, or you could get someone to help you if you don't feel comfortable to do this directly.

Remember wherever possible to be compassionate – the aim is to bring understanding and enable changes in behaviour, not to blame or punish.

Tool 2 : Becoming an Active Bystander cont...

This image offers practical tips for how to intervene in instances of uncivil behaviour. Recognising that 'one size does not fit all' in difficult situations, there are a range of options to enable colleagues to intervene where appropriate.

Do it now - declare

Use non-threatening words to calm the situation, "I notice you're stressed, is there anything we can do to help?"

Schedule - delay

Speak to the person afterwards, try something like "I think some of our colleagues were upset by your words/actions"

Do it now - distract

Interrupt and change the subject to alter the direction of the interaction. Refocus the team on the task.

Schedule - delegate

It's ok to ask someone else to intervene. Escalate poor behaviour to a senior staff member.

Tool 1 : Team activity

There is incivility happening within my team, what can I do?

Often the first step towards more kindness & civility within teams is to be able to talk about what is happening in a safe and supportive way. Below are some questions and activities that may be a helpful starting point. You can use the activities on their own or together for a more in depth discussion.

You could use these in a team meeting, in 1:1s or in a small group. The idea is that everyone has some time to think about their answers to the questions, and then discuss their thoughts if comfortable.

Team Questions

1. What does kindness and civility look like personally for each of us?
2. Who do we see who role models this, and what does it look like?
3. What does incivility look like personally for each of us?
4. What do we think might be the root causes of incivility within ourselves and others around us?
5. What do we think might help?

Team Activity 1:

This activity is a discussion around our RUH values. The values provide us with a great starting point for conversations about behaviour. You could do this session in person with a flip chart and post-it notes or do it virtually with discussion about the questions below.

	What works well / what are we good at (include examples)?	But it would be even better if …….(what and why)?
Everyone Matters		
Working Together		
Making a Difference		

There is incivility `in my team`

Tool 2 : Team activity

Understanding / responding to incivility within our team

There are often many reasons why incivility might exist between colleagues and teams within the hospital; the key to creating a better working environment is time to think together about what might help. Share the template below along with some post it notes to enable the team to reflect and share their thoughts, or use a virtual flip chart to undertake the activity on MS Teams.

"What do we think causes incivility within our own team / with other teams? And…what can we do to help?"

	As individuals	As a team/department
To stop incivility happening in the first place		
If we notice incivility or rudeness in our teams 'in the moment'		
In a quieter moment, after the event		

Tool 3 : Team poster

Creating our own team kindness and civility ground rules

Establishing some principles for your team to follow via ground rules is a good way to ensure every member of your team understands what is expected of them and the team as a whole.

As a team, you could take some time to think about and write down your own team ground rules together.

You could have a go during a team meeting and think together about what is most important for you all. You could start with a blank poster or use the RUH values and behaviours as a guide. A blank template is available on the intranet. An example of a Team's Ground Rules is shown below.

Our Team
Ground Rules

NHS
Royal United Hospitals Bath
NHS Foundation Trust

At the RUH we want to create an open and inclusive culture where we all treat each other with kindness, civility and respect.

Be kind & caring

Treat everyone as an individual

Support each other

Share ideas & speak up

Actively listen

Be responsive & efficient

The way we treat each other has a significant impact on patient safety & experience as well as staff experience - together let's make sure that it's a positive one.

The RUH, where you matter

I can be uncivil / rude

Tool 1: Can I be uncivil?

What's it like being on the receiving end of me?

We know that we all come in to work with positive intentions. We intend to be great colleagues, managers or leaders. But, the demand of working in such a fast paced setting, or the pressure of things going on outside of work can so often get in the way. This could mean that our behaviours may not always match our intentions.
Sometimes we may need to stop, and think...

'What is it like to be on the receiving end of me, and my behaviour?'

This tool is great way for us to do this. It is called 'The Clark Workplace Civility Index'. It has been designed to help you assess your own levels of civility; identifying strengths as well as areas for improvement.

We suggest you complete the assessment by:
- finding a quiet place away from distractions
- dedicating sufficient time to the task
- carefully consider the behaviours listed below; and
- responding truthfully and honestly regarding each behaviour.

After completing the Civility Index Assessment, total each column and add the numbers to determine a civility score.

Scoring the Civility Index
Add up the number of 1–5 responses to determine your civility score.
- 90–100—Very civil
- 80–89—Moderately civil
- 70–79—Mildly civil
- 60–69—Barely civil
- 50–59—Uncivil
- Less than 50—Very uncivil

I can be uncivil / rude

What's it like being on the receiving end of me?
Ask yourself, how often I…

	Never 1	Rarely 2	Sometimes 3	Usually 4	Always 5
Assume goodwill and think the best of others					
Include and welcome new and current colleagues					
Communicate respectfully (by e-mail, telephone, face-to-face) and really listen					
Avoid gossip and spreading rumours					
Keep confidences and respect others' privacy					
Encourage, support, and mentor others					
Avoid abusing my position or authority					
Use respectful language (avoid racial, ethnic, sexual, gender, religiously biased terms)					
Attend meetings, arrive on time, participate, volunteer, and do my share					
Avoid distracting others (misusing media, side conversations) during meetings					
Avoid taking credit for another individual's or team's contributions					
Acknowledge others and praise their work or contributions					
Take personal responsibility and stand accountable for my actions					
Speak directly to the person with whom I have an issue					
Share pertinent or important information with others					
Uphold the vision, mission, and values of my organisation					
Seek and encourage constructive feedback from others					
Demonstrate approachability, flexibility, and openness to other points of view					
Bring my 'A game' and a strong work ethic to my workplace					
Apologise and mean it when the situation calls for it					
Total for each column					
Grand total					

Tool 2 : The iceberg model

Use this model to pause and reflect.

On the surface above the water, we have our visible behaviours - these are what are seen by colleagues and others around us. Below the water, are the factors which are potentially known by us but hidden from others - caring responsibilities, health worries, financial worries.

Take some time and think about...
- how can we help colleagues to understand what our hidden iceberg might be?
- how can we start to understand what might be underneath the surface for our colleagues?

Behaviour

Thoughts
Feelings
Emotions

I can be uncivil / rude

Tool 2 : The iceberg model

In the moment	Notes
Take a moment…take a deep breath, count to ten	
Consciously choose your best response	
Compassion for others – look for that human connection with colleagues around you	
Making colleagues aware – you don't need to share all the details, but an honest "I am experiencing some difficulties, so please forgive me if I am less patient than usual and please do tell me" can be really helpful	
If you find you have behaved in a way that could have been better, apologise and explain	

Things to think about:
- Reflect - what are the conditions that typically cause me to be uncivil? Try to proactively reduce these conditions where you can, be mindful of when these might be at play
- Seek and reflect honest feedback from others
- Look after yourself and your wellbeing - ask for support

I can be `uncivil / rude`

Can I be uncivil? - support available

The realisation you have been rude/uncivil can be a difficult one, particularly if you did not realise the negative impact your behaviour may have had on others. You are not alone in this and there are plenty of options available to support you to work through this. You could start by talking it through with someone – there are several ways you can do this in work – you could talk to…

- your line manager… you could ask for a health & wellbeing conversation, or have a chat about any pressures you may be experiencing, or difficulties in relationships between team members

- the Organisational Development team … can offer some practical solutions, a coaching session, or ways to seek feedback

- Employee Assistance Programme… can help on a wide range of areas that may be impacting your work life and your subsequent mood and behaviour

- HR/People team … if you are experiencing difficulties in your work, HR may be able to give you some space to talk these through

- your colleagues … for general support and a listening ear, talking to other team members, asking them for feedback might be a good place to start.

There are also things for you to consider yourself:
- Try to identify situations where you have been prone to undermining behaviour & think through strategies to improve those situations for you and the team
- Reflect on external stressors, such as tiredness, hunger, time, feeling under pressure or being in an unfamiliar or new environment to name a few
- When external factors are influencing you it can help to make your team aware of this so they can support you
- You do not need to share all the details, but an honest "I am experiencing some difficulties, so please forgive me if I am less patient than usual and please do tell me" is hugely helpful; it demonstrates good leadership/professionalism
- If factors are significantly affecting your behaviour talk to your manager and consider whether you need support or time off
- If you find you behave in a way that could have been better, apologise & explain
- Look after yourself and prioritise your wellbeing
- Ask for advice when you need it
- Ask for honest feedback on your behaviour from a wide range of people
- Seek a mentor or coach