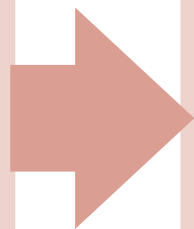


## Box 1

### The shift in behaviour from leaders across the system that we need to see:

#### Leadership behaviours that increase risk and make healthcare less safe:

- Blame staff (even when they haven't been given the conditions for success)
- Fail to focus on the patient (often signalling instead that targets and costs are 'centre stage')
- Make bad news unwelcome (too often silencing it)
- Not heed signals and warnings that things are amiss
- Muffle the voice of the patients, their carers and their families and largely ignore their complaints
- Fail to listen to staff
- Diffuse responsibility and disguise who is in charge
- Offer no systematic support for improvement capability
- Game data and goals
- Lead by rules and procedures alone in a disengaged way
- Apply sanctions to errors
- Create fearfulness amongst colleagues and staff
- Ignore the development of the next generation of leaders
- Treat all problems as though they can be "fixed" with existing technologies or writing clearer procedures



#### Leadership behaviours that reduce risk and make healthcare more safe:

- Abandon blame as a tool
- Constantly and consistently assert the primacy of safely meeting patients' and carers' needs
- Expect and insist upon transparency, welcoming warnings of problems
- Recognise that the most valuable information is about risks and things that have gone wrong
- Hear the patient voice, at every level, even when that voice is a whisper
- Seek out and listen to colleagues and staff
- Expect and achieve cooperation, without exception
- Give help to learn, master and apply modern improvement methods
- Use data accurately, even where uncomfortable, to support healthcare and continual improvement
- Lead by example, through commitment, encouragement, compassion and a learning approach
- Maintain a clear, mature and open dialogue about risk
- Infuse pride and joy in work
- Help develop the leadership pipeline by providing support and work experiences to enable others to improve their own leadership capability
- Recognise that some problems require technical action but that others are complex and may require many innovative solutions involving all who have a stake in the problem