



Gofal Cymdeithasol **Cymru**  
Social Care **Wales**

# Compassionate Leadership Principles for Health and Social Care in Wales

# What are Compassionate Behaviours?

The four behaviours of compassion are described below in the form of a compass, helping to navigate how we interact and engage with colleagues and citizens, whilst aligning with Health and Social Care values and beliefs:

## Compassionate Behaviours Compass

### Attending

Being present with those we lead. It requires that we 'listen with attention and fascination'.

### Helping

to ensure there's a good path for those we lead to achieve their goals by removing the obstacles or providing the resources and support to help them deliver high quality care.

### Understanding

is dependent on listening deeply. It requires that we take the time to listen in order to understand the challenges that those we lead face in their work.

### Empathising

is feeling the strains, pains, anxieties and frustrations of those we lead without being overwhelmed by those feelings. This then gives leaders the motivation to help or serve those we lead.



## How do we demonstrate compassionate leadership?

### Examples Include:



Enabling cultures where teams feel safe to be open about challenges, share their ideas and share a vision.

Providing regular time for team reflection to enable sharing of learning and experiences.



Coproducing with colleagues and citizens

Taking the time to listen in order to understand the challenges that colleagues face



Our approach to leadership development will be encompassed by the principles of compassion. This includes the four pillars of compassionate leadership as outlined below.

## Compassionate Leadership



**Attending**

**Understanding**

**Empathising**

**Helping**

**Effective Leadership**

- *Direction:* A clear shared inspiring purpose or vision
- *Alignment:* clear goals for people and teams, aligned and springing from the vision
- *Commitment:* Developing trust and motivation

**Inclusive Leadership**

- Clear, shared inspiring purpose or vision
- Positively valuing difference
- Frequent face to face contact
- Continuous commitment to equality and inclusion
- Clear roles and strong team

**Collective Leadership**

- Everyone has leadership responsibility
- Shared leadership in teams
- Interdependent leadership across boundaries
- Consistent leadership styles across the organisation

**Systems Leadership**

- Shared vision and values
- Long term objectives
- Frequent face to face contact
- Constructive and ethical conflict management
- Mutual support and altruism across boundaries

*“The Compassionate Leadership Principles point the way to leading and working compassionately together across health and social care which is the most powerful way we can nurture the health and happiness of the staff who offer care in Wales. It is also the most powerful way we can promote the health and happiness of the people and communities of Wales now and in the future”.* **Professor Michael West, 2021**

# Compassionate Leadership Principles

These overarching principles underpin our ambition that by 2030, leaders in the health and social care system will display collective and compassionate leadership

**As Compassionate Leaders across Health and Social Care in Wales we will...**

