Accelerator

Berkeley Group

BEWT Management Programme

Helping You to Manage Well

Workshop 1: The People Manager

Objectives

By the end of the day you will:

- Understand your role as a people manager
- Identify the key stages in the employee life cycle and how you can support these
- Recognise the behaviours needed to be an effective manager
- Know the do’s and don’t regarding legal issues

Agenda

- The role of a manager – The Employee Life Cycle
- Induction
- Employment law basics – The Equality Act
- Unconscious bias

LUNCH – 12-13pm

- The characteristics of an effective manager
- Trust
- Emotional Intelligence – Self/Other awareness and Empathy
- Building relationships
- Generational differences / motivation
- Case studies and finish by 3.30pm

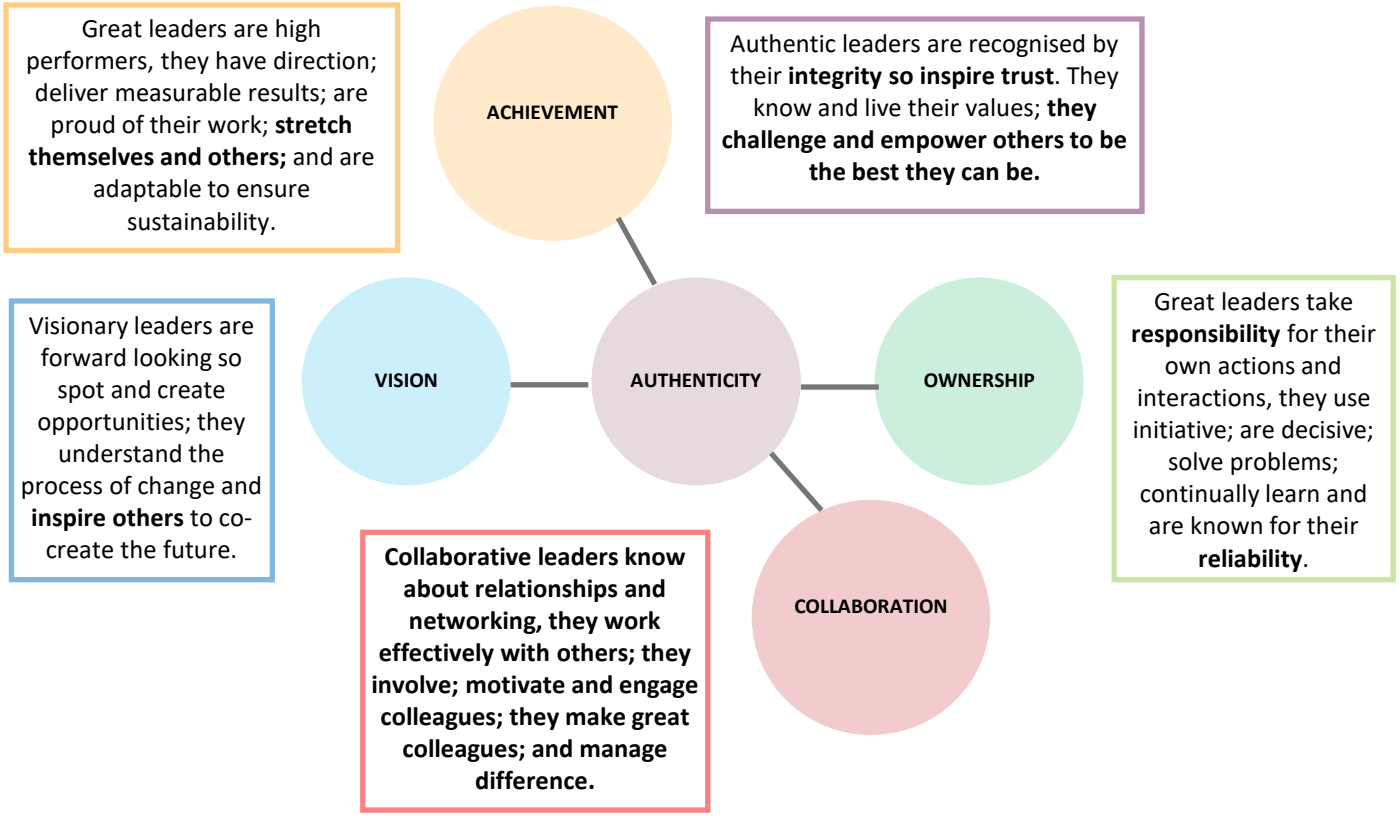
Pre-course work

- Harvard Implicit Association Test (IAT)
- TED talk – Diversity & Inclusion
- Daniel Goleman – Building Rapport

Introductions

- Name
- Role (and experience of managing a team)
- Time with Berkeley
- Your people management challenges

How we define great leadership (ILM)

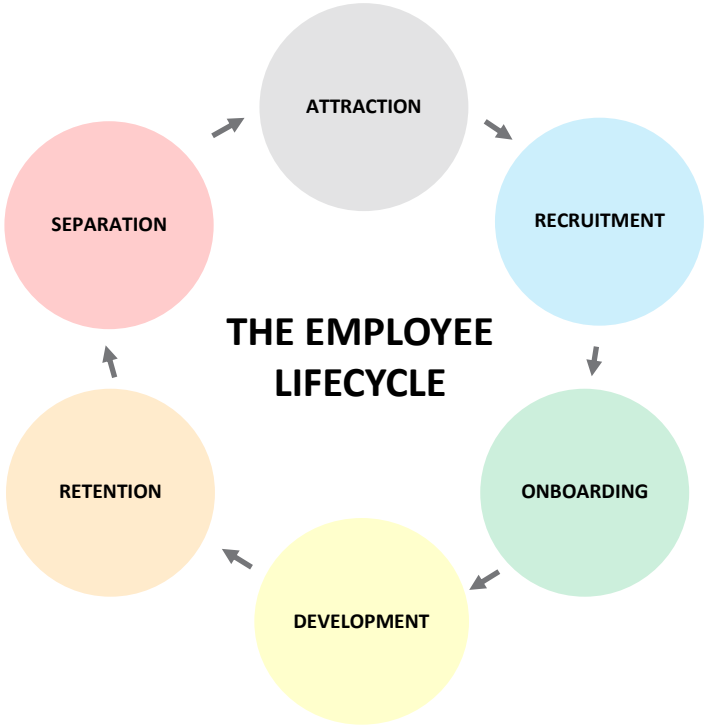


Totaljobs Research

Almost half of UK workers have quit a job due to a poor relationship with their manager.

A quarter of respondents had nightmares about their boss!

Employee Life Cycle

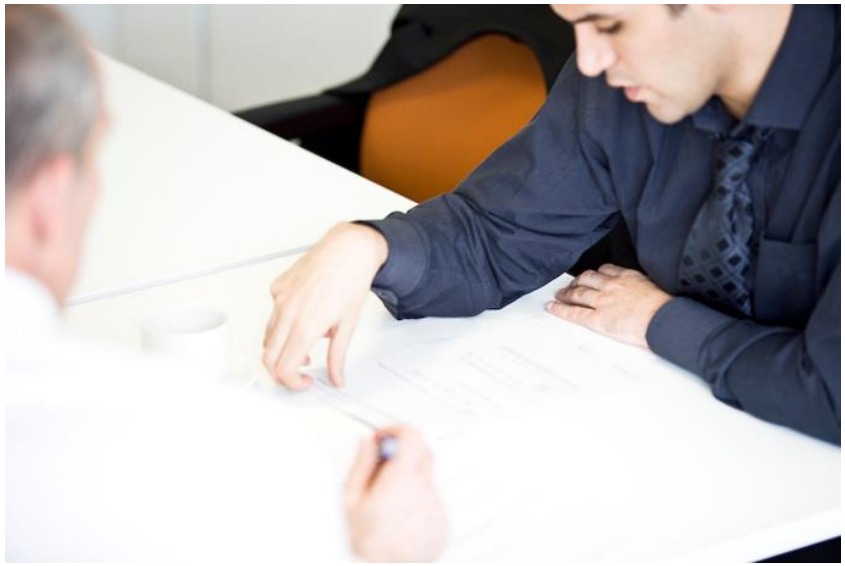


Managing Remotely – Harvard Business Review

- **Challenges for remote workers**
  - Lack of face to face supervision
  - Lack of access to information
  - Social Isolation
  - Distractions at home
- **Supporting remote workers:**
  - Establish structured daily check-ins
  - Provide several different communication tech options

Induction

- Invest in getting recruitment right – invest in induction
- Familiarisation
  - Colleagues
  - Job
  - Organisation & policies
- Welcome
- Create a sense of belonging



Case study

Key Employment Legislation

Employment law topics at a glance

Absence Management
Age Discrimination and Retirement
Bank Holidays
Data protection
Discipline and Grievance
Discrimination
Employee Status
Equal Pay
Flexible working, parental rights and family friendly
Health & Safety
Maternity, Paternity & Adoption
Part-time work
Redundancy
References
Reserve Forces
Stress
Temporary Workers
Terms and Conditions of Employment
Trade Union recognition and industrial action
TUPE
Tribunals
Unfair Dismissal
Whistleblowing
Working Time Regs
Wrongful Dismissal

Key Employment law topics

Equality - Equality Act 2010

Dismissal - The Employment Act 2008, ACAS Code of Practice 2009

Disputes - The Employment Act 2008, ACAS Code of Practice 2009

Health and safety - Health and Safety at Work Act 1974

Pay and tax - National Minimum Wage

Contracts and hours (Flexible Working) - Working Time Regulations 1998

Maternity, Paternity - Children and Families Act

Redundancy and notice - The Employment Rights Act 1996, The Collective Redundancies Regulations 2006

Further info: ACAS, CIPD

Key Employment Law Changes 2022

- National Minimum Wage increases
- National Insurance increase (1.25%)
- Increased support for skills training and apprenticeships
- Fast-track visa scheme
- Right to work checks only online
- Queens Jubilee Bank Holiday changes (2nd and 3rd June)

Possible change:

- Right to request flexible working from day 1 of employment

(Citrus HR Feb 22)

Diversity / Equality - key terms

Diversity

'Diversity recognises that though people have things in common with each other they are also different many ways.'
(CIPD)

Equality

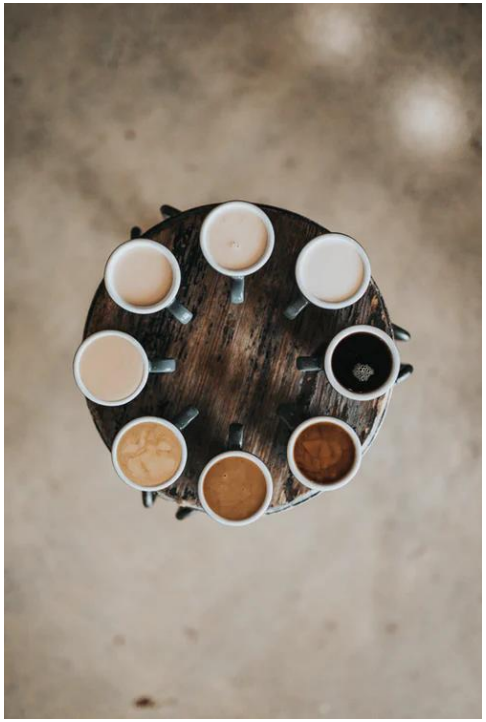
'Everyone should have a right to equal access to employment and when employed should have equal pay and equal access to training and development.' (CIPD)

Inclusion

Inclusion involves promoting diversity and equality and eliminating discrimination.

Why important

- The business case
  - Increase in productivity and organisational performance
- The moral case
  - Everyone one has the right to be treated equally, fairly with dignity
  - It’s just the right thing to do (Respect Others)
- The legal case
  - Equality Act
  - Tribunals



Discrimination & Legislation

'Discrimination is the prejudicial or distinguishing treatment of an individual based on their actual or perceived membership in a certain group or category, or characteristic.'

(Wikipedia, 2013)

Key legislation – Equality Act 2010

Many others – Equal pay, Disability Discrimination, Work and Families, Sex Discrimination, Race relations

Equality Activity

What are the nine protected groups covered under the Equality Act?

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race (including colour, nationality and ethnic/national origins)
- Religion or belief
- Sex
- Sexual orientation

Types of Discrimination

Discrimination Scenarios

Direct discrimination

This means treating one person worse than another person because of a protected characteristic.

Indirect discrimination

This can happen when an organisation puts a rule or a policy or a way of doing things in place which has a worse impact on someone with a protected characteristic than someone without one.

Harassment

This means people cannot treat you in a way that violates your dignity, or creates a hostile, degrading, humiliating or offensive environment.

Victimisation

This means people cannot treat you unfairly if you are taking action under the Equality Act (like making a complaint of discrimination), or if you are supporting someone else who is doing so.

(Equality and Human Rights Commission website 2021)

Harassment / Bullying

What does it look like at work?

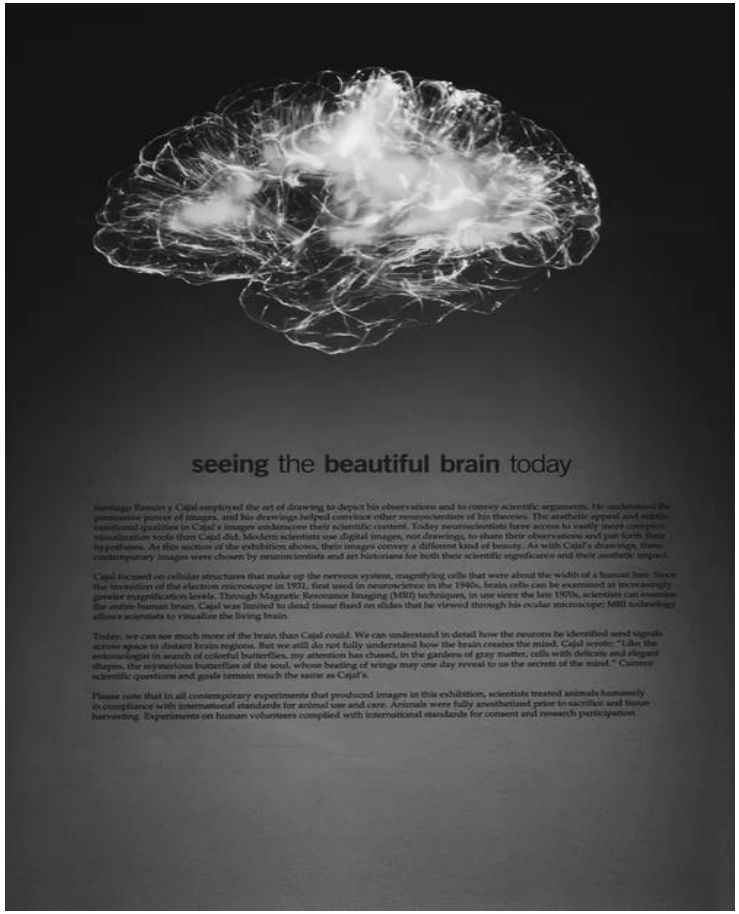
- Spreading malicious rumours
- Unfair treatment
- Exclusion
- Picking on or regularly undermining someone
- Denying someone's training or promotion opportunities

When related to a protected characteristic (Equality Act) – this is illegal

What are the possible consequences?

What is your role as a manager?

What is unconscious bias?



Unconscious bias - examples

- White job applicants were found to be 74% more likely to have success than applicants from ethnic minorities with identical CVs.
- University professors were found to be far more likely to respond to emails from students with white-sounding names.
- US doctors have been found to recommend less pain medication for black or Latino patients than white patients with the same injury.
- White participants in a study were found to perceive black faces as more threatening than white faces with the same expression.

Not just racial discrimination – also affects protected characteristics and others such as visual appearance

So, how does this impact on me in my role as a manager?

Unconscious bias – What is it and can it be eliminated, Guardian Online 2018

Please match the faces to the job titles

Training Consultant / Business Development Manager / Director / Senior Consultant (2) /

Head of Research / Accounts Co-ordinator

What were your first impressions?

Answers

1 – Senior Consultant **2 – Accounts Co-ordinator** **3 – Head of Research**

4 – Senior Consultant **5 – Director** **6 – Training Consultant** **7 – BDM**

Key Points

Increase your **awareness** of your own **implicit bias** and **explore and challenge** this.

The more we expose ourselves to **ideas, images and words** that **challenge negative stereotypes**, the less discriminatory we will be.

Pay attention to the choices and decisions you make, especially when tired, stressed and over-worked.

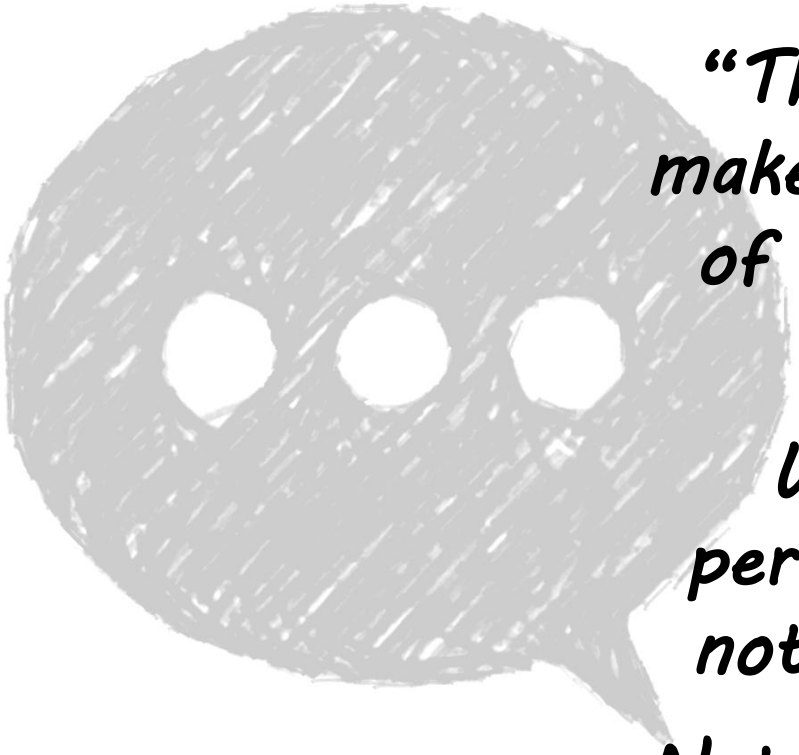
https://www.mindtools.com/pages/article/avoiding-unconscious-bias.htm

Employment Law – Your role

- Be aware and follow policy
- Be fair and consistent to all
- Look for signs of unhappiness / disputes etc. amongst employees
- Meet with employees regularly (1-1s)
- Be clear about expected standards
- Be thorough - record conversations, keep documentation
- Don’t put off dealing with potential problems
- If in doubt - contact a Senior Manager or Finance

MANAGERS ARE THE KEY INFLUENCER

Quote: Gallup CEO Jim Clifton



"The single biggest decision you make in your job – bigger than all of the rest – is who you name manager/team leader.

When you name the wrong person manager or team leader, nothing fixes that bad decision.

Not compensation, not benefits – nothing."

BEST BOSS

Best Boss

- ?

Worst Boss

- ?

How do we build TRUST (ILM Report)

- Employee trust in leaders is closely associated with organisational and financial performance, product and service quality
- Line managers are trusted more than CEO's
- Female leaders are trusted more than male leaders
- Newer and younger employees are more trusting

What can you do to build / increase trust with your team members?

How do we build TRUST (ILM Report)

Rate yourself out of 10 with 1 being a low score and 10 being a high score:

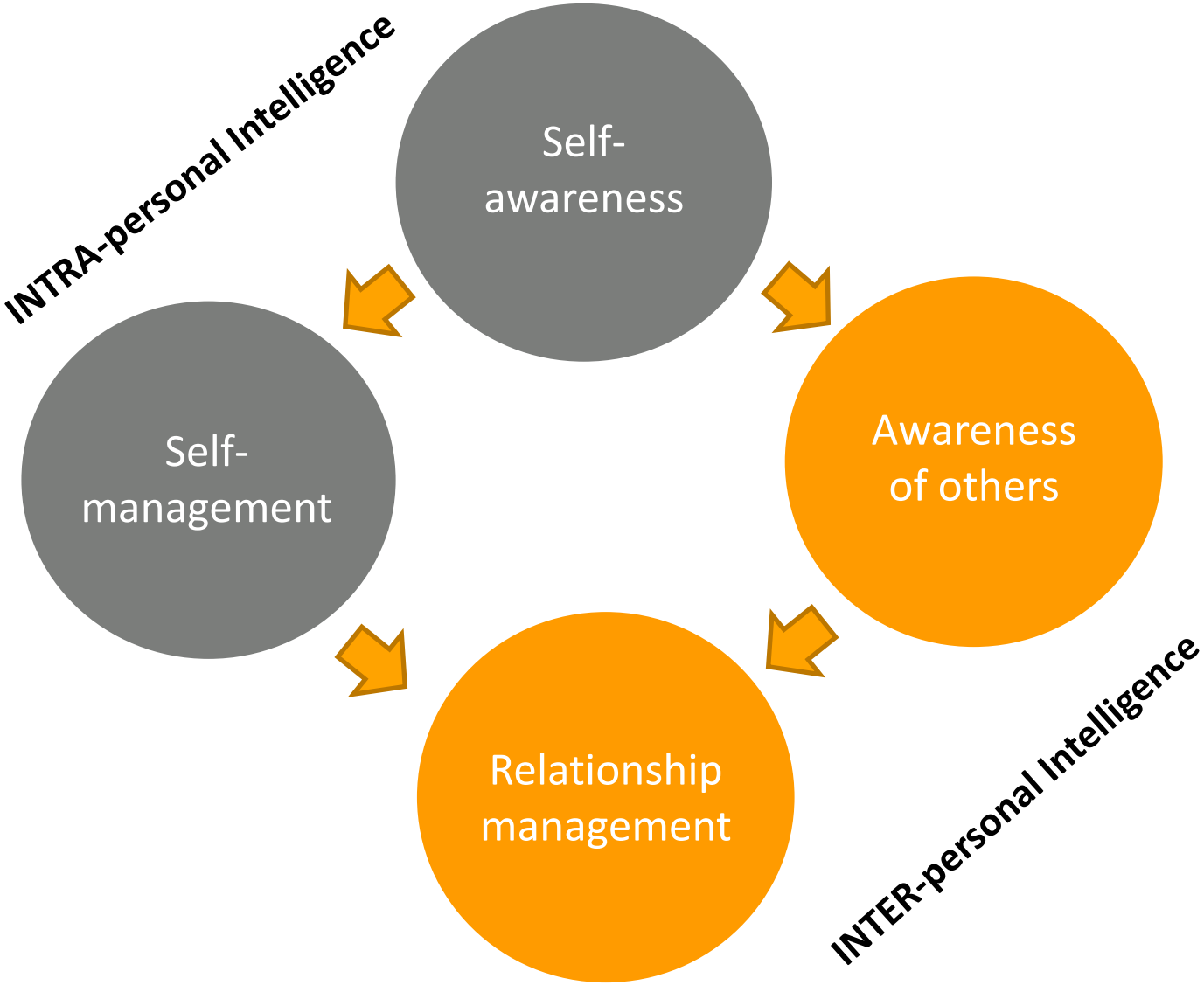
1 2 3 4 5 6 7 8 9 10

1. How consistent are you with your team (reliable and predictable)?
2. How honest and fair are you with your team (integrity)?
3. How open are you (receptive to your teams ideas and opinions)?
4. How able are you as a leader in your role?
5. To what extent do you understand your team's roles and responsibilities?
6. To what extent do you show concern for their welfare (and treat them equally/fairly)?
7. How accessible are you to your team?

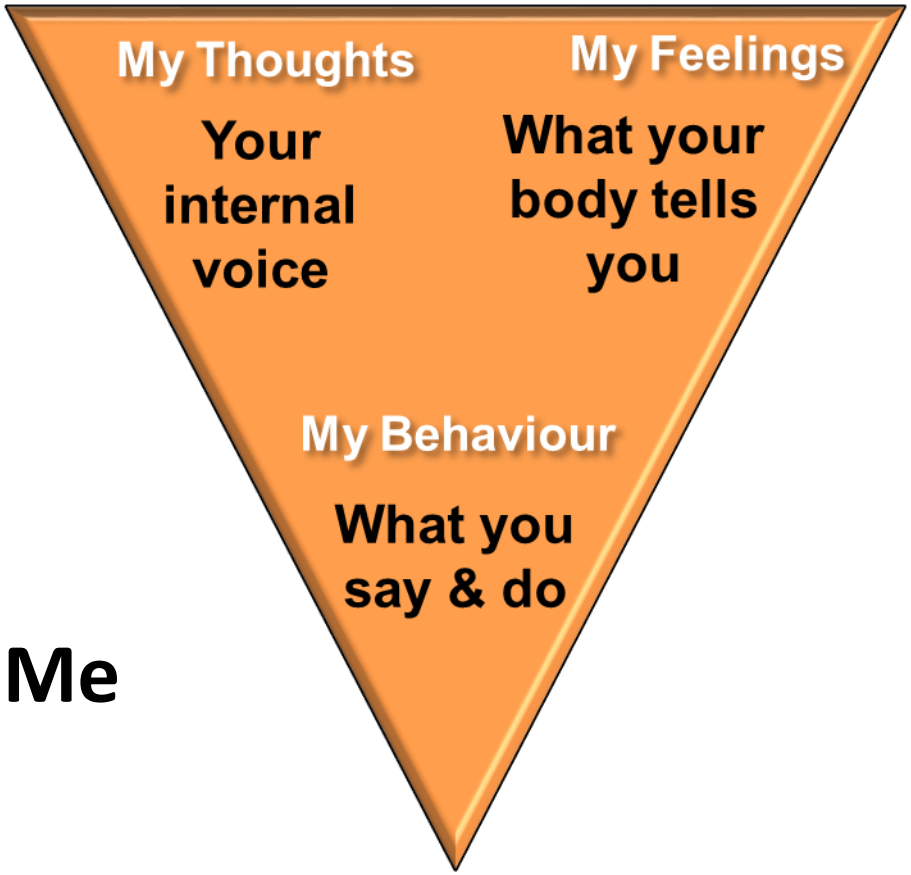
What are your key strengths?

What are your areas for focus?

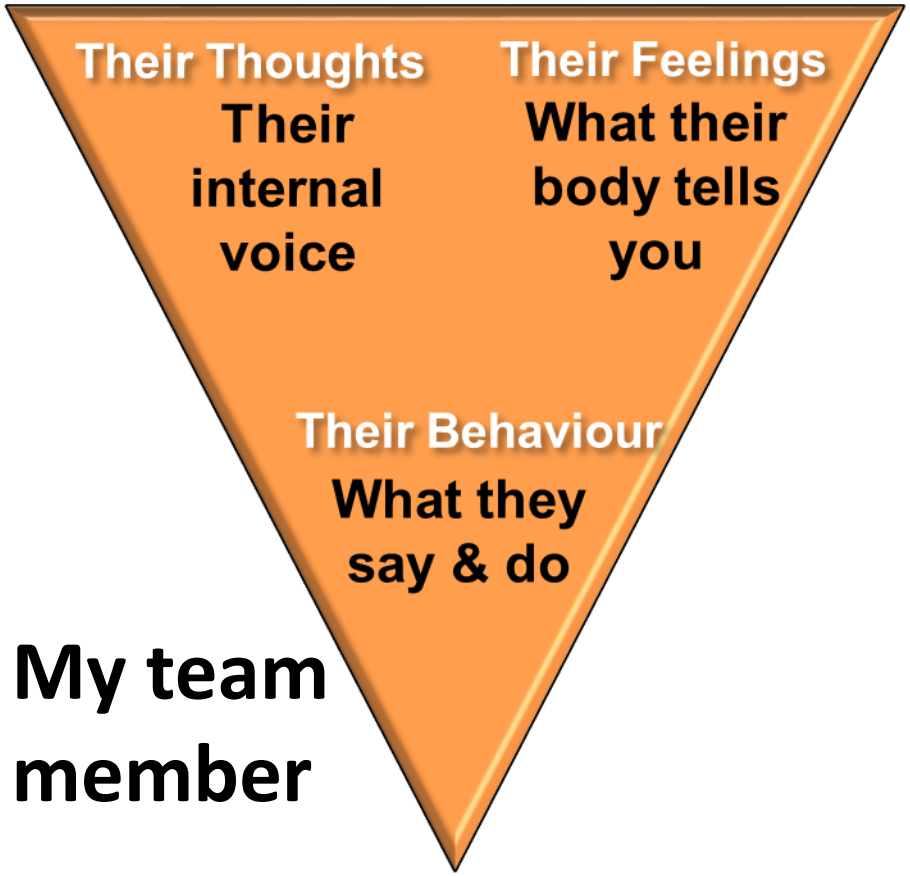
EMOTIONAL INTELLIGENCE



Emotional Intelligence - Human Behaviour



Me



My team member

Intention V Impact

Self-awareness

V.

Awareness of others

How can we improve our self-awareness and awareness of others?

- Reflect on our experiences and learn from this – use reflective learning diary
- Get feedback – build a clear picture of our strengths and weaknesses
- Recognise our emotional triggers
- Pay attention to body language (notice behaviour)
- Ask questions and LISTEN
- Empathy - put ourselves in the shoes of others

Quote: Maya Angelou

"People will forget what you said,
People will forget what you did,
but people will never forget
how you made them feel"

LEADER EMPATHY: THE MULTIPLIER EFFECT

What are our vision, values and priorities?

How adaptable are we?

How well tuned-in are we?

(Clarity + Agility) x Empathy

Confidence

TRUST

Confidence

TRUST

WHAT IS EMPATHY?

'Empathy is the ability to understand another person's experience, perspective and feelings. It's commonly described as the ability to put yourself in another person's shoes'

*'But…make sure you're assessing how **they feel** in their shoes, not how **you** would feel in their shoes'*

Empathy Is An Essential Leadership Skill -- And There's Nothing Soft About It

Prudy Gourguechon Senior Contributor

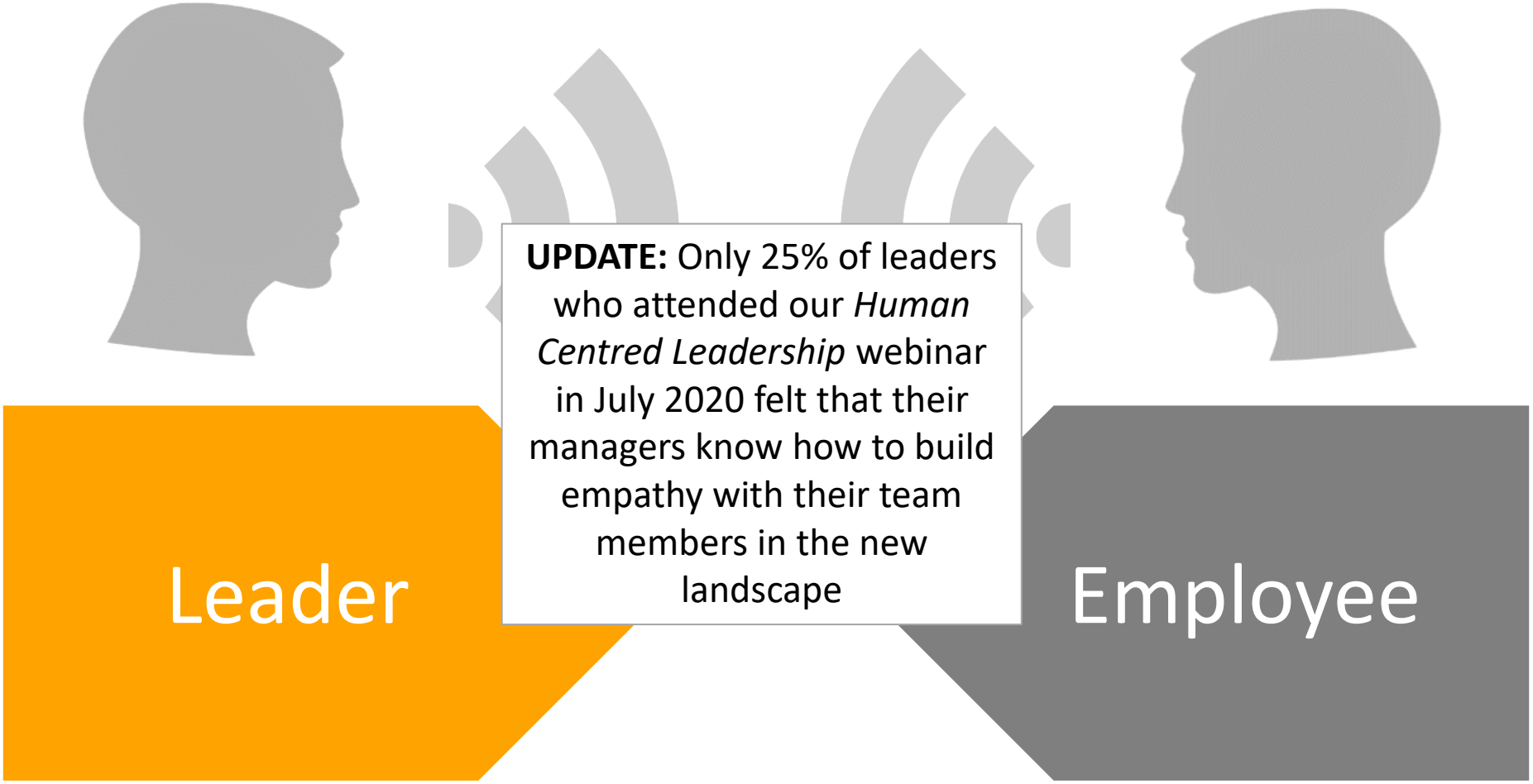
Leadership Strategy

Insights into the psychology underlying critical choices in business

Adapted from Forbes article by Prudy Gourguechon, Dec 2017

Forbes

Mind the (empathy) gap

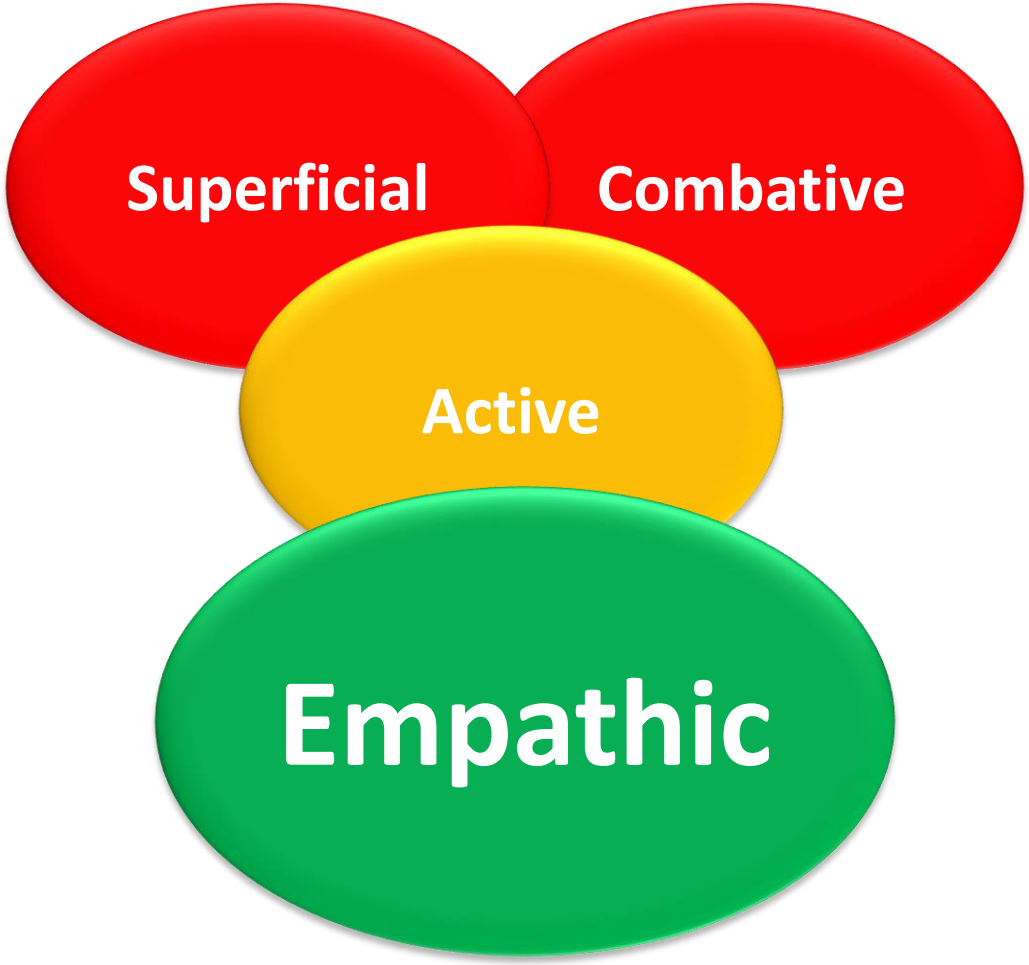


UPDATE: Only 25% of leaders who attended our *Human Centred Leadership* webinar in July 2020 felt that their managers know how to build empathy with their team members in the new landscape

SCENARIO 1 – PHONE CALL

How do you think he is feeling at the end of the call… and why?

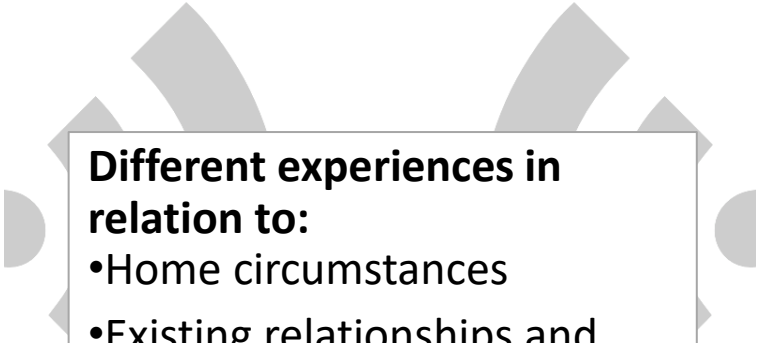
DIFFERENT TYPES OF LISTENING

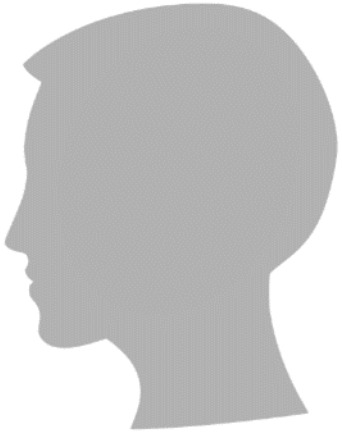


SCENARIO 2 – VIDEO MEETING

How does Heidi demonstrate empathy…or not?

What might be widening the empathy gap?





Leader

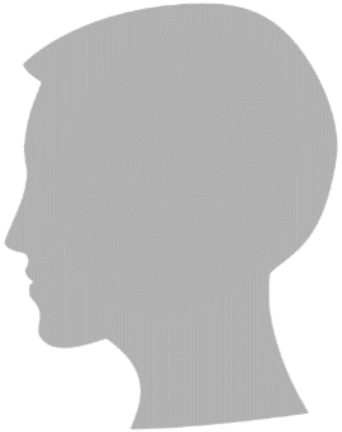
Different experiences in relation to:

- Home circumstances
- Existing relationships and support structures
- Transitions – in the middle of a significant life change when lockdown started
- Personality preferences

And not forgetting the impact of virtual communication…

Employee

What helps to close the gap?



How do we really demonstrate empathy?

- Tuning into others: being present, observing, using intuition, noticing / picking up on subtle signals
- Verbal responses: acknowledging thoughts/feelings expressed by team members with personalised, respectful responses

Leader

Employee

EMPATHIC LISTENING PRACTICE

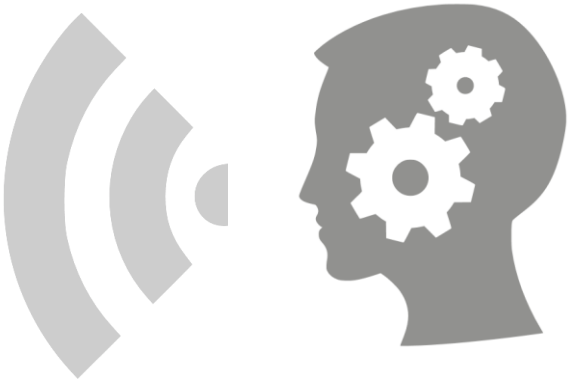
Talker

2 minutes of speaking

Then listen to your partner's observations – how accurate were they?

Listener

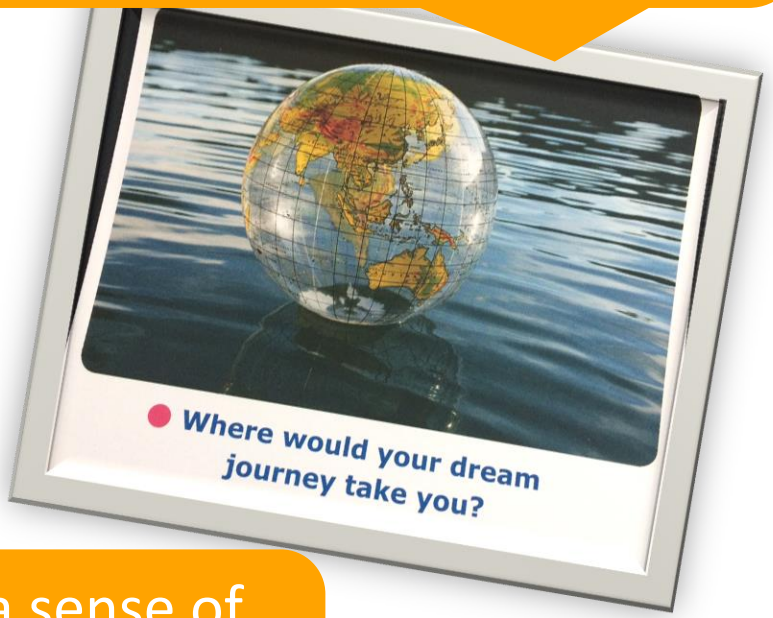
2 minutes of empathic listening



Then reflect back your observations to your partner, using expressions of empathy

TOPICS FOR THE TALKER / ROLE OF THE LISTENER

I could hear how important that was for you by the words you used – when you said…



What I'm sensing is…

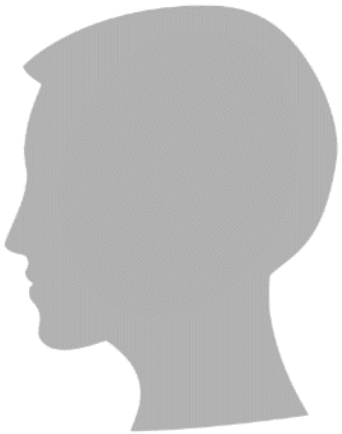
I really got a sense of how strongly you feel about…

Closing the gap

Leader

'The need for empathy becomes more heightened when managing remote, disparate or diverse teams'

'Leading with empathy positively influences both wellbeing and productivity'



Employee

LEADING WITH EMPATHY: KEY BEHAVIOURS

Be present and tune in: notice non-committal responses, overextended' behaviour, trust what your intuition is telling you

Conversation starters: signpost why you are asking them questions, start more broadly to allow them to warm up

Build rapport: find common ground to help them to open up, share a little of your own thoughts, feelings and experience

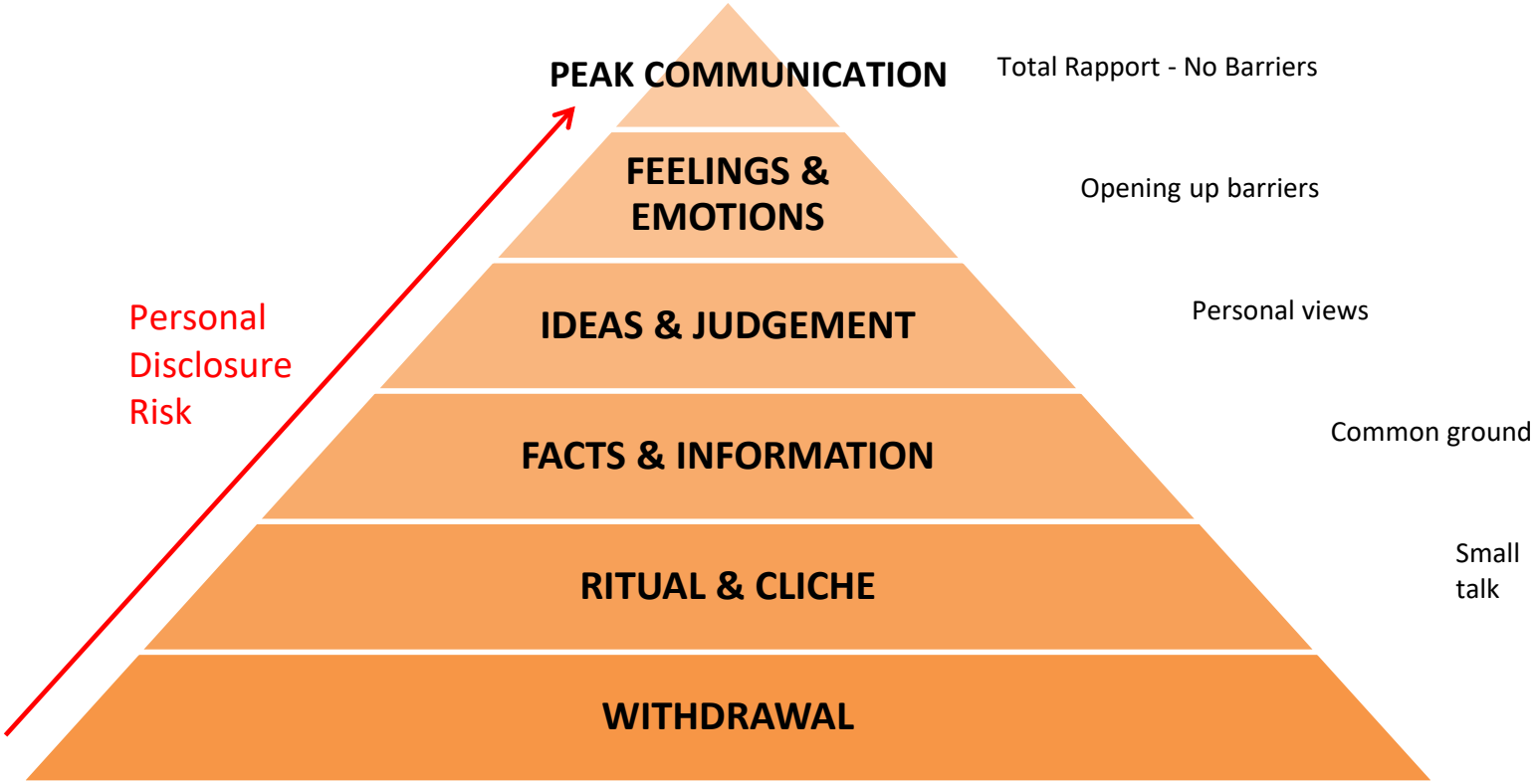
Use open questions: to show your interest, fully understand what is going for them and to avoid projecting your perspective onto them. Make them 'magic' not 'tragic'!

Go at their pace: if needed, slow it down or reconvene later

Empathy before practicalities: demonstrate your listening and understanding by acknowledging their thoughts and feelings

Work together to find practical solutions: hold back on giving advice/solutions, instead use open questions to help them find solutions that will work for them

Communication Pyramid



Building Productive Work Relationships

1. Appreciate individual skills, knowledge and capabilities
2. Make time to get to know people – actively listen to what they have to say
3. Remember you can have a good relationship with someone without being great friends
4. If you have a disagreement with someone, look for an early solution
5. Spend some social time as well as work time with your colleagues
6. Give positive feedback without expecting anything in return
7. Seek their advice and opinions
8. Support others when they are in tough times
9. Recognise individual uniqueness: be flexible in your approach and tolerant of differences
10. Use common courtesies and friendly greetings: & keep your head up when walking around

The Generation Game – Expectations / Motivation

1. Born before 1946
2. Born between 1946 & 1964
3. Born between 1965 &1980
4. Born between 1981 & 1996
5. Born after mid 1990s

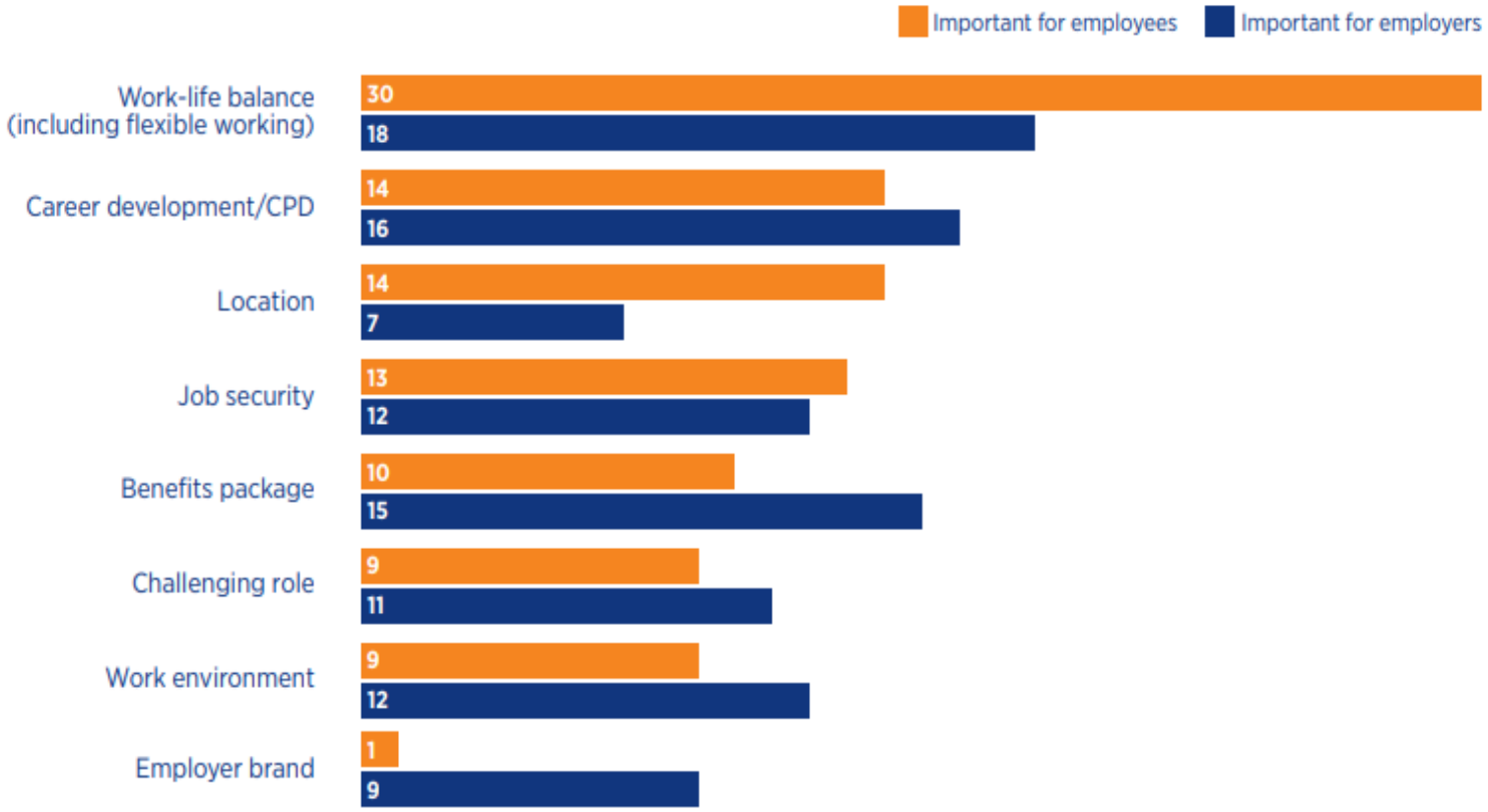
- **Traditionalists**
- **Baby Boomers**
- **Generation X**
- **Generation Y / Millennials**
- **Generation Z**

The Generation Game – Expectations / Motivation

- Eight in 10 millennials look for a manager to act as a mentor or coach
- Baby boomers want a boss to be ethical, fair and consistent
- 61% Generation X, and 55% of millennials think team consensus is important
- When it comes to motivation, boomers are attracted to more money and working in an innovative environment, while millennials look for company value

Modern Motivation

Difference between what employees and employers rate as most important when considering a new role, aside from salary: (%)



Ref: Hays UK Salary and Recruiting Trends 2019

SUPPORTING MILLENNIALS

Open, honest, supportive environment

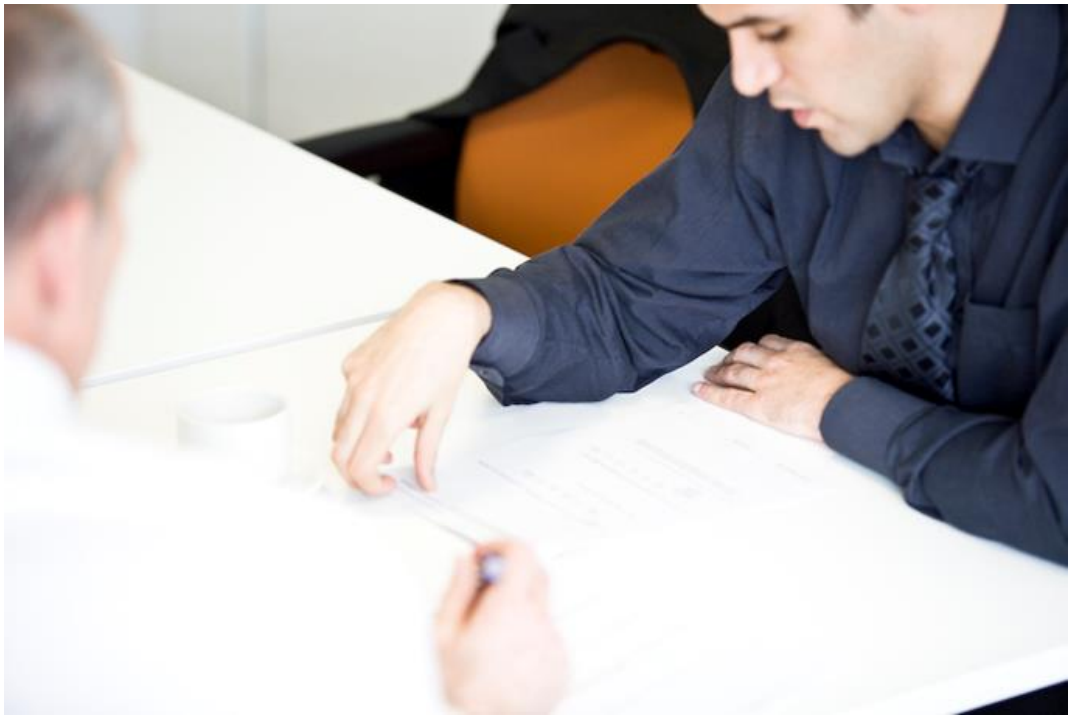
Flexibility

Focus on results/output

To feel challenged/developed/opportunity for continuous learning

Case studies – difficult situations

Action Planning



Post-Course Work / References

- Apply insights and actions
- ILM Reports
  - Millennials
  - Banter
  - Trust
- Book – Why I'm No Longer Talking to White People about Race by Reni Eddo-Lodge

Q&A