Accelerator

The People Manager

LEARNING JOURNAL

NAME

Accelerator Solutions helps organisations achieve positive business results through customer service leadership.

We do this through a range of solutions focused on Training & Development, Research & Consultancy.

Our Research team provides insight into changes that will have a positive impact. Our Training & Development team helps build attitudes, skills and behaviours that make the service difference.

We're friendly, flexible, and hands on working to make sure that our input has a direct and lasting impact.

We help bring pace to change and take pride in delivering on our promises.

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The People Manager

How We define Great Leadership

Great leaders are high performers, they have direction; deliver measurable results; are proud of their work; stretch themselves and others; and are adaptable to ensure sustainability.

Authentic leaders are recognised by their integrity so inspire trust. They know and live their values; they challenge and empower others to be the best they can be.

Visionary leaders are forward looking so spot and create opportunities; they understand the process of change and inspire others to co-create the future.

Great leaders take responsibility for their own actions and interactions, they use initiative; are decisive; solve problems; continually learn and are known for their reliability.

Collaborative leaders know about relationships and networking, they work effectively with others; they involve; motivate and engage colleagues; they make great colleagues; and manage difference.

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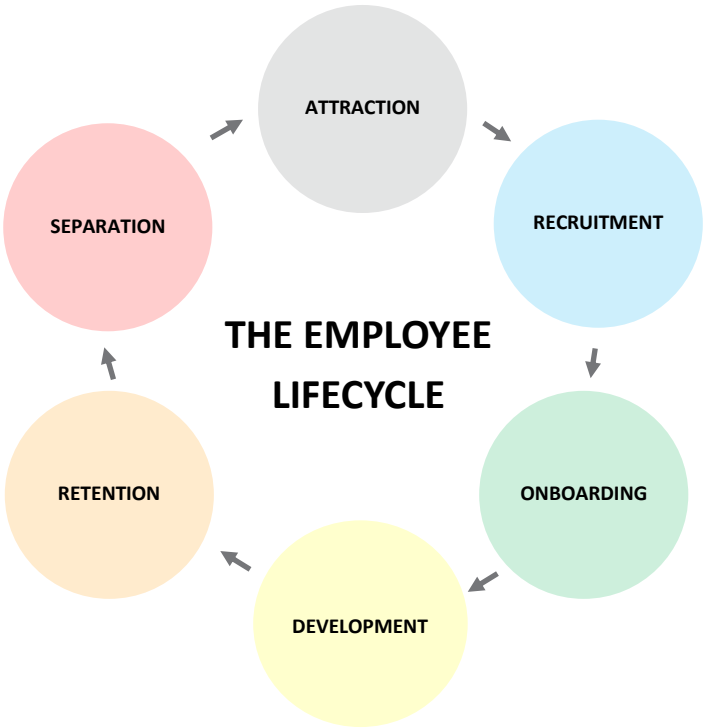
The Employee Life Cycle



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Induction Case Study

PROBLEM

Data showed that new starters across all roles were leaving Company X (a courier company) within 6 – 12 months of starting, saying that they didn't understand their roles or the context of their roles fully and they didn't feel valued by the company.

This caused high recruitment costs and time/effort spent, as well as affecting engagement rates. At the time the company employed around 10,000 people all over the UK, so the approach to induction and on-boarding was inconsistent, and there wasn't enough knowledge locally to inform new starters effectively.

SOLUTION

The L&D team devised a corporate induction which all new starters from all over the UK were expected to attend in London. It was a three day event, with all transport and accommodation paid for by the company. The content of the programme included:

- The history of the company
- Company Values
- How the operation worked – the cycle of a shipment
- Basic HR information, and where to go for help
- Products and sales
- Financial accounting and credit control
- Customer services and customer service expectations

Each session was delivered by a guest manager, kicked off by a welcome from a senior manager. It was highly interactive, with games, quizzes and other activities as well as presentations to get each point across. After the first day, the facilitator hosted a group meal, with drinks included.

A seating plan was made for each group, which ensured that each table had a mixture of divisions, grades, and roles, so that people could help each other out with the context of their experience, and build an internal network. With this scheme, night shift warehouse operatives could sit next to a commercial director, a driver, an accountant, and/or a regional manager.

OUTCOMES

Although all new starters were expected to attend, some managed to avoid participating for various reasons, which provided a useful control group for comparison. Of this group of around 200 people, staff turnover reduced slightly to 23%, whereas of the group that did attend (over 700 people), staff turnover was lowered to 18%. Fewer people left within their first six months, and more people passed their probationary periods.

Additionally, people felt more valued by the company, and more engaged and connected to what they did and the people they worked with, either directly or indirectly.

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Induction Case Study

What commercial, financial or human benefits would you want to see from an induction programme?
What did the company do that is replicable in your organisation?
What could you or would you adapt?

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Employment Law Quiz

Dismissal		
After how many years of employment, do you have to be given a 'fair reason' and follow a proper process before being dismissed?		
1 year	2 years	3 years
National Minimum Wage		
What is the rate of the National Living Wage for workers aged 25 and over?		
£7.70	£8.91	£9.15
What is the rate of the National Minimum Wage for workers aged under 18?		
£4.62	£6.15	£7.70
Working Hours		
How many minutes unpaid rest / break are you entitled to if you work 6 hours or more?		
60 minutes	45 minutes	20 minutes
What is the maximum number of hours you can work in a week (averaged over 17 weeks) if you haven't opted out of the working time directive?		
52 hours	37.5 hours	48 hours
Maternity and Paternity leave / pay		
How many weeks maternity leave can an eligible employee take?		
26 weeks	52 weeks	78 weeks
How many weeks leave does a female employee have to take after the birth of the child?		
1 week	2 weeks	3 weeks
If you are on maternity or paternity leave, which of the following are you entitled to?		
Pay rises	Accrual of holiday	To return to work following your leave
How many weeks of leave can you share with a partner under 'Shared parental leave' legislation?		
37 weeks	20 weeks	50 weeks

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Protected Characteristics & Discrimination

What are Protected Characteristics?

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

How you can be discriminated against:

DIRECT DISCRIMINATION

Treating someone with a protected characteristic less favourably than others

INDIRECT DISCRIMINATION

Putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage

HARASSMENT

Unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them

VICTIMISATION

Treating someone unfairly because they've complained about discrimination or harassment

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Potential Discrimination Scenarios

Situation	Protected Characteristic(s) / type of discrimination
A female employee gets turned down for a promotion to Technical Manager because she is 5 months pregnant.	
A manager persistently makes negative comments about gay men to a colleague he believes to be gay (despite the colleague being heterosexual).	
A job advertisement specifies 10 years Project Management experience.	
A female PA receives persistent unwanted sexual comments about her body and sexually explicit emails from her director.	
The employee handbook states that all wives/husbands but not civil partners can be covered under the Bupa health insurance scheme.	
Colleagues make derogatory and threatening comments about another colleague's religion / race.	
A colleague is put down, under-mined and had responsibilities taken away from them by their manager because they have started a grievance process regarding racial harassment.	
A man who has reassigned their gender as a woman is dismissed because her manager thinks she will be bullied by the team on site.	

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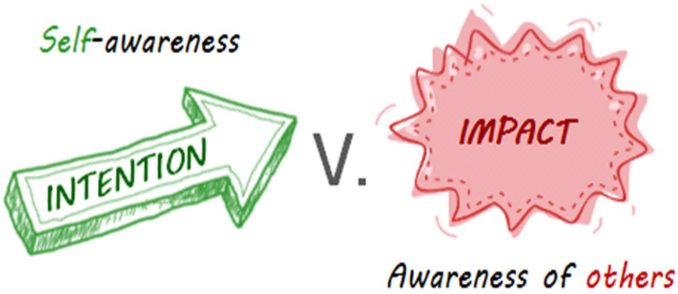
Intention Vs Impact



First make a note of at least 3 of these descriptions (in the intention box on the following page) that you feel best fit and describe you and your 'Intentions', not how you wish to be seen, not how you hope people describe you; but how you would describe yourself.

Once you have picked your words consider the **impact** your positive **Intent** / action can have on a person. (Remember these are **not the opposites** of the words you've chosen – these are the **possible impacts** your intentions could have if you try too hard or overplay)

Complete these in the Impact box on the next page - opposite your Intentions.

For example – being ***curious*** could be my positive *Intention* or action, and the *impact* on another person is that they perceive my curiosity as ***nosey*** (it's not the opposite of your action, but the negative action e.g. the opposite of curious would be indifferent)

The purpose of the activity is to consider, from a management perspective, what your positive intentions could be and the negative impact that can happen as a result. As sprofessionals we are keen to do our best for the company and our team and simply trying too hard could have the opposite effect.

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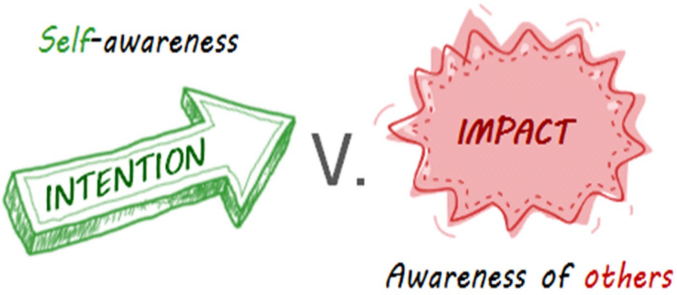
Intention Vs Impact Activity



Curious	Helpful	Adaptable	Accommodating	Formal
Team player	Persuasive	Imaginative	Optimistic	Methodical
Ambitious	Thorough	Collaborative	Loyal	Reserved
Caring	Persevering	Easy going	Trusting	Spontaneous
Flexible	Competitive	Organising	Kind	Sociable
Discipline	Decisive	Quick-to-act	Self-confident	Open to compromise

My Intention	The Impact

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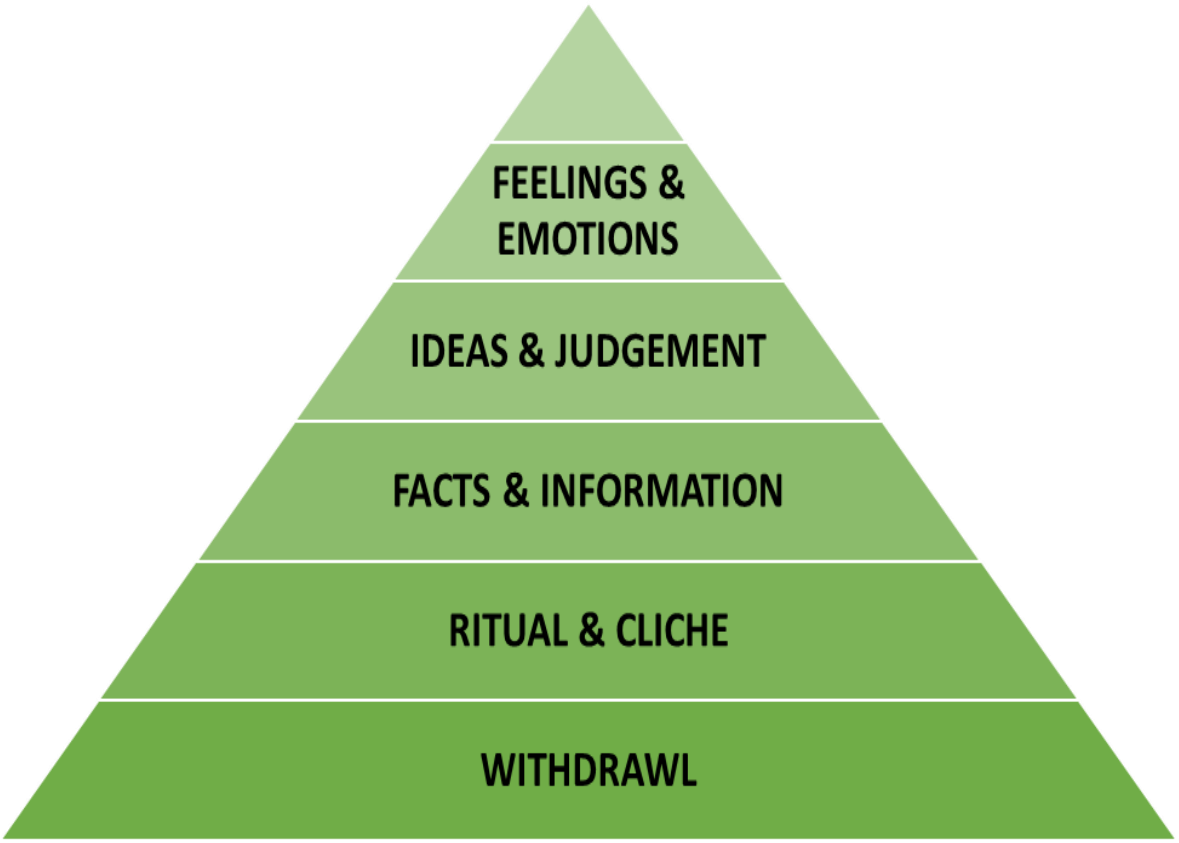
Communication Pyramid



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Active Listening

GET INTO THE RIGHT FRAME OF MIND:

- Pay attention
- Turn off limiting beliefs, turn on enabling beliefs

DEMONSTRATE YOU ARE LISTENING:

- Listening "noises"
- Nods and facial expressions if face to face
- Use reflective questions
- Summarise regularly

LISTENING TO CREATE REFLECTIVE QUESTIONS:

- You said earlier…
- You mentioned that…
- I seem to remember that you said….

LISTENING CONTINUUM	
5. Empathetic Listening	Within the others frame of reference
4. Attentive Listening	Within ones own frame of reference
3. Selective Listening	
2. Pretend Listening (Patronising)	
1. Ignoring	

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Case Studies

Depending on how much time we have left in the afternoon, you will be asked to work in small groups to discuss some different people management scenarios. You should think about the scenarios from the both the team members' perspective as well as your own perspective (imagining you are their manager). Bear in mind the things we have covered today:

- Your role as a professional manager
- How you support your team member
- Possible employment law implications
- Best boss attributes
- How to build relationships and trust
- Motivating your team member

You will discuss these as a group. Write down the answers to the questions posed and following this, you will have an opportunity to run this past another group for their input.

Case studies

Case 1 - Pay review & bonus

Case 2 - Maternity leave

Case 3 – Historical issue

Case 4 – Resignation

Case 5 – New starter

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Case 1 – Pay Review & Bonus

A member of your team (who is of Asian ethnicity) has approached you as they are not happy with the bonus and pay increase they have received following their pay review. During their PDP you said you were happy with their performance and had a few development areas for them, but no big issues. You know that other employees at similar levels in other departments received larger pay increases and bonuses, however the decision for your department to receive lower increases was made by more senior managers.

What would you consider before responding to your team member?
What would you avoid doing which could de motivate / upset your team member?
What would you do?

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Case 2—Maternity

A member of your team who has just passed their probationary period tells you that they are a few months pregnant.

What would you consider before responding to your team member?
What would you avoid doing which could de motivate / upset your team member?
What would you do?

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Case 3—Historical Issue

You have recently taken over a team and inherited a people issue. There is a relationship breakdown between a male employee and a female team member. This female team member is a real extrovert, speaks her mind (often in your opinion without thinking of her impact on others), talks loudly and makes (what could be viewed as inappropriate) jokes (often at the expense of others). They are calling this banter, but your other team member, whom is bearing the brunt of a lot of these jokes etc., is not happy, but they are not comfortable to confront this person themselves. They come to you to ask for help to resolve the situation. They say they feel intimidated and want to stop working with the other person. They want to stop the person behaving in this way so this doesn't happen to others. They tell you that this has been going on a long time and they told their previous manager but the issue wasn't resolved.

What would you consider before responding to your team member?
What would you avoid doing which could de motivate / upset your team member?
What would you do?

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Case 4—Resignation

One of your most valued team members informs you that they have found another job with a competitor and are going to resign.

What would you consider before responding to your team member?
What would you avoid doing which could de motivate / upset your team member?
What would you do?

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Case 5—New Starter

You have a new member of the team starting a week on Monday. You intended to spend the day with them, but have been asked to attend a meeting with the senior management team. This meeting runs from 8am and usually finishes around lunchtime. You are supposed to be on site in the afternoon.

What would you consider before responding to your team member?
What would you avoid doing which could de motivate / upset your team member?
What would you do?

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Self Reflection

Learning – What are your key learning points from today?

Insights – Why were those key learning points important to you and how will they benefit you and your customers?

Action – What will you do differently as a result of this session?

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