People Matter

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What is organisational culture?

- How the organisation 'feels' to employees

- How the organisation is perceived by employees

- Do employees feel a sense of 'belonging'

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Role of organisational culture and context in supporting managers and employees

- Line managers are a reflection of 'how' the organisation treats their employees.

- *Poor management leads to poor culture.*

- Organisations should 'set the scene' for a positive culture through positive values that promote health and well-being.

Unspoken rules

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Organisational values should be role modelled by the Business owner

Employees should:

- Feel respected	- Be assured their opinion matters
- Feel engaged	- Be treated fairly
- Know what is expected of them	- Treat others fairly
- Be aware of what's expected	- Feel a valued part of a Team
- Have autonomy	- Feel valued as an individual

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<u>Organisational culture impacts on:</u>

* * How employees feel about going to work

* * How engaged employees are with the business

* * Personal productivity

* * Absenteeism levels

* * Retention

* * Motivation

* * How employees talk about the business to others (impact on: recruitment | brand)

HEALTH AND WELL-BEING

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<u>Role of organisational policies and processes</u>

To support the Business owner in 'managing their people'

To provide employees with understanding of expected standards and boundaries of behaviour

Outlines how processes will be implemented

These standards should be consistently applied

Though managers should have ability to flex

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<u>Developing a great workplace culture</u>

Even a '3 man band' can benefit from having a vision for the company

Regardless of size all companies should have 'values' that underpin the vision

'Theory into action'

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How can line managers promote the health and well-being of employees?

- What do the Team want? – suggestion box, staff survey, corridor conversations,

- Understanding your Team

- Social interactions

- Ability to flex

- Understanding uniqueness within the Team

- How do people 'fit' /'add value' to the company

- Each team member had different training programmes that they were qualified and experienced to deliver.

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How can line managers promote the health and well-being of employees?

- **Good communication**: Communicate the Teams part in overall goals and vision, action points (who / by when). Role modelling |reviewing performance | feedback | identifying changes in behaviour *'as appropriate to organisation'*

- **Good management** – sharing of ideas, respect for others opinions managed, opportunity to raise concerns

- **Good follow-up**: "You Said …. We did…."

EXAMPLES

Highly managed meetings:

Background: Small team of six (Manager, admin lead, and four operational Trainers). Meetings were highly managed with very structured agendas. Each team member had set tasks to complete and was asked to update to the rest of the team on their progress (and lack of it with reasons why).

- Meeting agendas were sent out in advance;
- Manager 'ran' the meeting and timed each agenda item;
- Meetings rarely lasted longer than two hours;
- Each member of the team had set agenda points to report on;
- Action points were allocated to a person in the team to be reported on at the next meeting.

Positives: Gave team members structure, awareness of managers expectations, each team member was aware of how their achievements fitted into the wider picture of what the whole team was targeted to achieve.

Negatives: Having to report in front of the rest of the team could sometimes feel confrontational. There was increased pressure to achieve, which sometimes felt stressful. No opportunity was provided to discuss progression towards target in between meetings, as the whole team were constantly working individually and the manager was usually in meetings or appeared too busy when in the office (which was separate to the rest of the team).

Resulted in: Highly focussed team. Competition between team to meet targets. Sometimes feelings of inadequacy, where there were barriers in meeting target with lack of support.

Poorly managed meetings:

Background: Small team of five with one manager. Each team member had different training programmes that they were qualified and experienced to deliver.

- Meetings agendas were 'hit and miss' i.e. sometimes sent out in advance, sometimes on the day, sometimes just printed out for the meeting;
- Agenda points were never allocated to a named person or recorded as an action point for the minutes;
- Meetings often lasted all day and the manager had lunch brought in to the meeting (working lunch);
- There were no action points or outcomes from the meeting and the same points were discussed repeatedly with no progression.

Positives: Team felt less pressure from management to deliver.

Negatives: Team members were frustrated with the manager because of the lack of progression and time-wasting. Team felt they had to try to 'take the lead' in order to get any progression. This led to personality clashes within the team. Team were unaware of what the business expected them to achieve and had nothing to aim for, other than facilitate the training courses they were asked to deliver.

Resulted in:

- Lack of motivation in attending team meetings;
- Reduced interaction and involvement;
- Increased stress levels;
- Blame for not meeting targets was set at team members by the manager;
- Reduced productivity and profitability for department.

Conclusion: Managers should ensure that when holding team meetings:

- Agendas are sent out in advance to attendees with opportunity for team to 'add to';
- Meeting times should be managed and agreement from team as to how the meeting should run;
- All members of the team should be encouraged to participate;
- Respect for others opinions and different points of view should be nurtured;
- Minutes recorded with action points allocated;
- Action points followed up at next meeting;
- Opportunities to ask for support outside the meeting;
- Action points should work towards planned targets for the team and for the organisation.

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Managers should:

BE AWARE of rifts within the Team;

LISTEN to feedback from everyone in the Team;

NOT make assumptions;

MANAGE the situation;

ASK for support if needed.

> It only takes… *'One bad apple'*

EXAMPLES

Manager's influence

A manager recruited from within the team struggled with managing a strong, diverse team. The team prided themselves on their ability as professionals and looked to their new manager to support them and bring in new work to maintain the profitability of the department.

Over time the manager began to feel inadequate within their role due to lack of skill set in managing people and their lack of understanding in all areas of the business.

There was little support from higher managers who expected them to 'hit the ground running'.

Their poor people skills and lack of confidence in their ability to lead the team led to confrontation with team members. The manager began to 'pass off' key parts of their job role to members of the team, who were then given the responsibility along with the negative feedback should they fail. The manager hid behind the successes of the team and passed them off as their own.

The team felt resentful and could see the problems that were apparent to them, but were well hidden from higher managers. Eventually one by one the team left the organisation and this resulted in lost business.

Team members influence

A new recruit to a small team was seen by the manager as dynamic in their approach and would breathe new life into an established training team. The new team member (N) was inducted into the department by another team member (T) who ensured they were aware of all the processes were everything could be found administratively and electronically; and N was told just to ask should they need anything. So everything was set for a smooth transition into the job role.

N was proud of their background and experience as were the rest of the team. At lunch N was asked would they like to join the rest of the team and they said they were busy getting on with things. N would take lunch on their own and didn't appear to want to communicate with anyone within the department. However, they were extremely friendly to other managers and staff from other departments. The team found this difficult to understand.

It appeared over time that N had convinced the team manager and others that they were being victimised by the rest of the team.

In one incident they told the manager that they had received no information on induction and were having to make up their own courses to deliver. The team knew that this was not true. The manager took the side of N and didn't check out with the rest of the team before challenging T with the accusation that had been made.

There were many incidents that occurred that caused stress and upset to the team, including having the bullying and harassment policy read out to them by a senior manager with a warning about disciplinary action should they not comply. Also, a team member (E) with an exemplary record and many years with the employer had an accusation made against them by the manager following feedback from N. This led to disciplinary action by HR being instigated, though the accusation against E was ill-founded.

As a result of the behaviour and actions of N, three of the four member of the team placed a collective grievance against both the manager and N. The organisation not wishing to tarnish their reputation requested that the team not put forward the grievance in exchange for severance payment with restrictions on disclosure. The Team reluctantly took the offer as they felt there was no support from the organisation to manage the manager or the situation.

Following the team leaving the remaining member of the original team developed stress symptoms that resulted in them being off work and then left as they were unable to cope.

This left the Manager and N to take on the work load. N then left followed by the manager leaving no department, loss of business and loss of reputation with existing clients due to poor service.

The incidents were on-going and increased in severity for around a two year period. The outcome for the original team was that E suffered two minor heart attacks followed by surgery, a second team member has developed IBS and suffers from alopecia.

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PROVIDE OPPORTUNITIES for employees to raise concerns;

PROVIDE OPPORTUNITIES for employees and Managers to raise concerns.

Points to consider

Development | Support and understanding | Autonomy and flexibility in the job role | Good relationships with peers and managers | clean working conditions

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Managers should know, value and embrace *uniqueness* within their Team

'Get to know the Team …… as individuals'

Do line managers:

- Understand what motivates individuals within their Team

- Look out for changes in behaviour and attitude

- Know what 'development' looks like for Team members

- Involve their Team in decision making

- Ask for feedback

- Respond effectively to requests from their Team in a timely manner

Do employees know:

- How the tasks within their job role fit into the wider organisation

- How and where to get support

- How they 'fit' within their Team

- And Understand how they 'add value'

Managers should ask themselves …. "What is their WHY?"

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Barriers to effective promotion of health and well-being

- Shop floor to supervisor

- New to company

- New to job

- Lack of people skills

- Lack of empathy (behaviour, attitudes towards others)

An inability to manage effectively may lead to
an aggressive and/or confrontational attitude towards staff and others

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Management influence on organisational culture

Attitudes: 'Do as I say not as I do'

Behaviour: Role modelling company practice

Management focus: on profit, on the job or on the Team

Look in the mirror….. what do you see?

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Environmental influences on employee health and well-being

- External light

- Clean environment

- Clean facilities

- Ambient lighting

- Colours used in environment

- Music

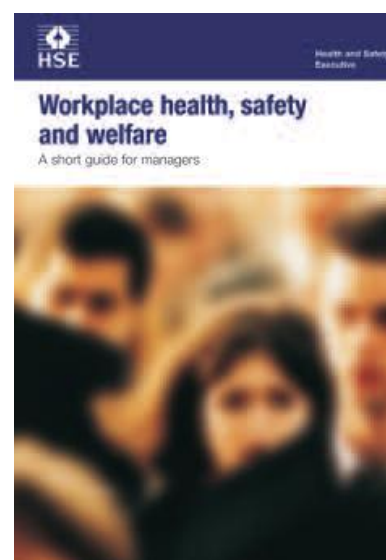- Inspirational posters

The basics

- Heating/Ventilation

- Good lighting

- Drinks facilities

- Clean/adequate toilet provision

Requirements under:

Workplace (Health, Safety and Welfare) Regulations 1992.

ACOP and Guidance

A short Guide for Managers

INDG244

Slide 17 and 18

Barriers to implementing interventions to promote employee health and well-being

- Production focused

- Lack of time

- Not understanding benefits

- Fear of what is acceptable to say / not say

- Lack of training

- Lack of experience/knowledge and skills

Facilitators to implementing interventions to promote employee health and well-being

- Person focused managers

- Support from Business owner

- Support from external bodies

- Access to professional advice – employee support (e.g. bereavement, stress)

- Suggested reading and research

- Coaching / mentor

- Workshop on People management skills

- Make use of Government initiatives e.g. Business Growth Hub, Training on People Skills

- Training on 'person centred management'