



Bristol Practice Strategy Conference – 18 October 2022
Best Practice in the Workplace – Supporting your employees and avoiding disputes

Sarah Martin

HR Consultant & Director, Narrow Quay HR

Kirsty Hunt


HR Consultant, Narrow Quay HR

1

**Scan this code and join using
the session ID: NQHR**




2




Introduction

What are we going to cover?

- Getting the best from your team – positive line management
- Handling difficult conversations
- Promoting positive mental health in the workplace and avoiding burnout




3



Vote Now: How much of your time, on average, would you say is spent on line management of staff?

- A. Not as much time as I would like – I could be more proactive
- B. I think I've got the balance right and feel I do this well
- C. More than I would like – there are lots of issues

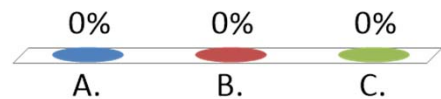


Option	Percentage
A.	0%
B.	0%
C.	0%

4

Vote Now: How often do you have scheduled checks in with your direct reports?

- A. Regularly – on a daily or weekly basis
- B. Occasionally – for example during monthly one to ones or team meetings
- C. Rarely – perhaps during Practice Managers meetings or annual appraisals



5

Vote Now: Do you feel confident line managing staff when things are not going well?

- A. Yes
- B. No



6



Getting the best from your team - positive line management

7

Getting the best from your team

What does good practice look like?

- Positive role model
- Promoting wellbeing
- Active people management
- Promoting engagement



8

Why does it matter?

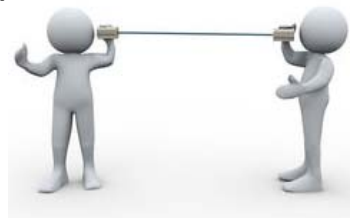
- Good management style is key to employee well being and engagement
- Practice managers have a crucial role in people management



9

What does good communication look like?

- How often should you meet with staff?
- Methods of communication
- Effective Feedback



10



Handling Difficult Conversations

11

Vote Now: Have you ever received any training on handling difficult conversations?

- A. Yes
- B. No



12

Vote Now: Have you avoided or delayed having a difficult conversation with an employee?

- A. Yes
- B. No



13

Difficult Conversations

Many of us avoid them ...

- Research suggests 66% of people feel stressed or anxious if they know there is a difficult conversation coming
- 52% of managers said that they would rather put up with a negative situation than have to talk about it



14

Vote Now: Have you felt anxious or nervous before having a difficult conversation with a member of staff?

A. Yes

B. No



15

Difficult Conversations

Examples of when they might arise:

- When colleagues aren't getting on
- When an employee is not meeting expectations but
- When an employee disagrees with a pay or promotion decision
- Where an employee is not adhering to a dress code



16

Difficult Conversations cont'd

- Don't avoid them – they are **important!**
- Delaying can cause problems

When might these arise?

- How to handle them
 - **Prepare** – facts, support, check policies
 - Take **control** of the discussion and try to give effective feedback
 - Set out the issues and give **examples/evidence**



17

Difficult Conversations cont'd

- Use neutral language;
- Be empathetic rather than sympathetic;
- Listen to understand before responding and listen with an open mind;
- Control your breathing e.g. 7/11 breathing – this is where you breathe in for less time than you breathe out;
- Avoid being drawn in; imagine you are a third party looking in on the conversation



18

Case Study



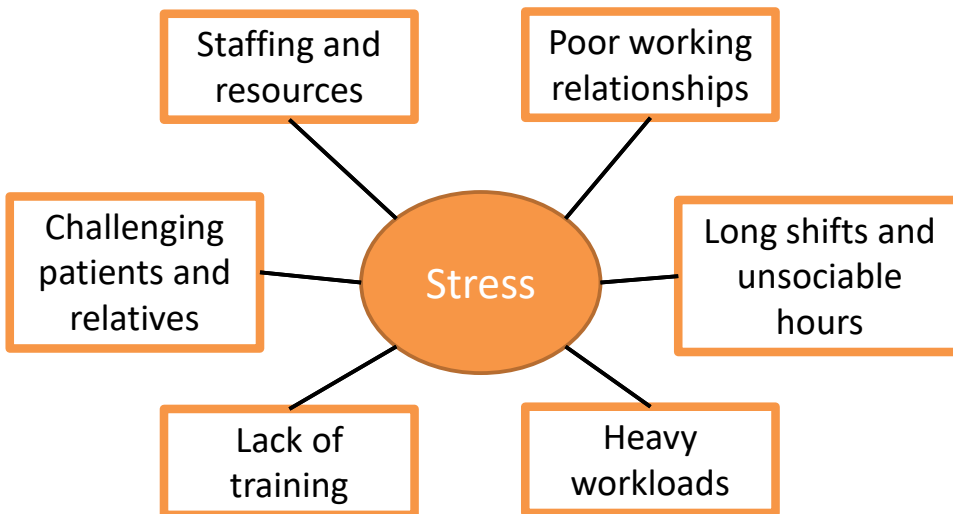
19



Promoting Positive Health and Avoiding Burnout

20

Identifying the triggers



21

Early signs and prevention

- Early signs – what to look out for
- Prevention – What measures can you put in place?

22

Avoiding Burnout

- Listening to your staff
- Creating an inclusive and supportive culture
- Active Management/Early Intervention
- Flexibility /Work life balance



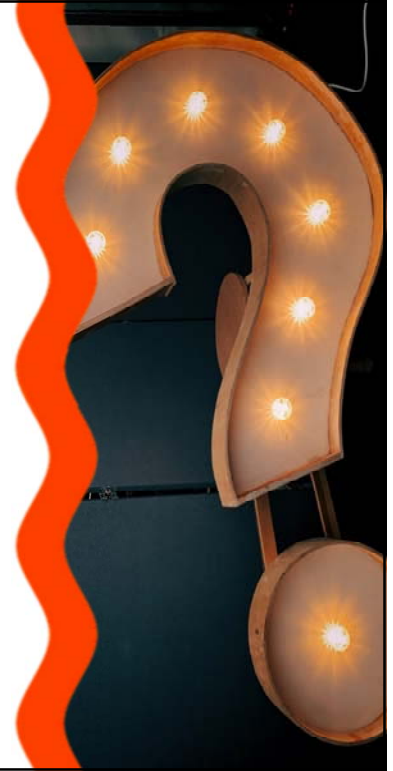
23

Case Study



24

Questions



25



Sarah Martin

HR Consultant – Director

smartin@narrowquayhr.co.uk

07799 136 091

Kirsty Hunt

HR Consultant

khunt@narrowquayhr.co.uk

07384813077



26