

Cardiff Practice Strategy Conference – 24 November 2022 Best Practice in the Workplace – Supporting your employees and avoiding disputes

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Introduction

What are we going to cover?

- Getting the best from your team Positive line management
- Promoting Health and Wellbeing
- Handling difficult conversations



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. About the right amount
- C. More than I would like there are lots of issues



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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





Getting the best from your team - positive line management

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Getting the best from your team

What does good practice look like?

- Being a Positive role model
- Creating an inclusive culture
- Promoting health and wellbeing
- Active people management
- Promoting engagement



Why does it matter?

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



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Reflection Exercise





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

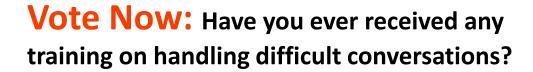




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Handling Difficult Conversations



- A. Yes
- B. No



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

- A. Yes
- B. No



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







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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

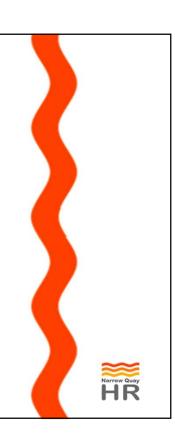


Difficult Conversations cont'd

- ■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



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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









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Questions





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