

SUPPORTIVE LEARNING – MANAGEMENT PERFORMANCE

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INTRODUCTION – LUNCH TIME LEARNING MINDTOOLS (2023A).

List of learning

- Understanding your leadership style
- Effectively managing Hybrid Teams
- Importance of Exit Interviews
- Supporting Underperforming Employees
- Introduction to Coaching

LEADERSHIP TRAITS

2023

Traits can help leaders in times of high stress or pressure. Core Values can help guide your leadership style.

- Leverage Feedback Wisely
- Human first
- Win/Lose and the other stuff

Understanding these traits can help support you when your leadership style is challenged Rothschild, L. (2023).



PITCH DECK

UNDERSTANDING YOUR LEADERSHIP STYLE

1

Managers are the implementor of performance management, HR function can help support you with training and advice to help you influence Murphy, A. (2018).

2

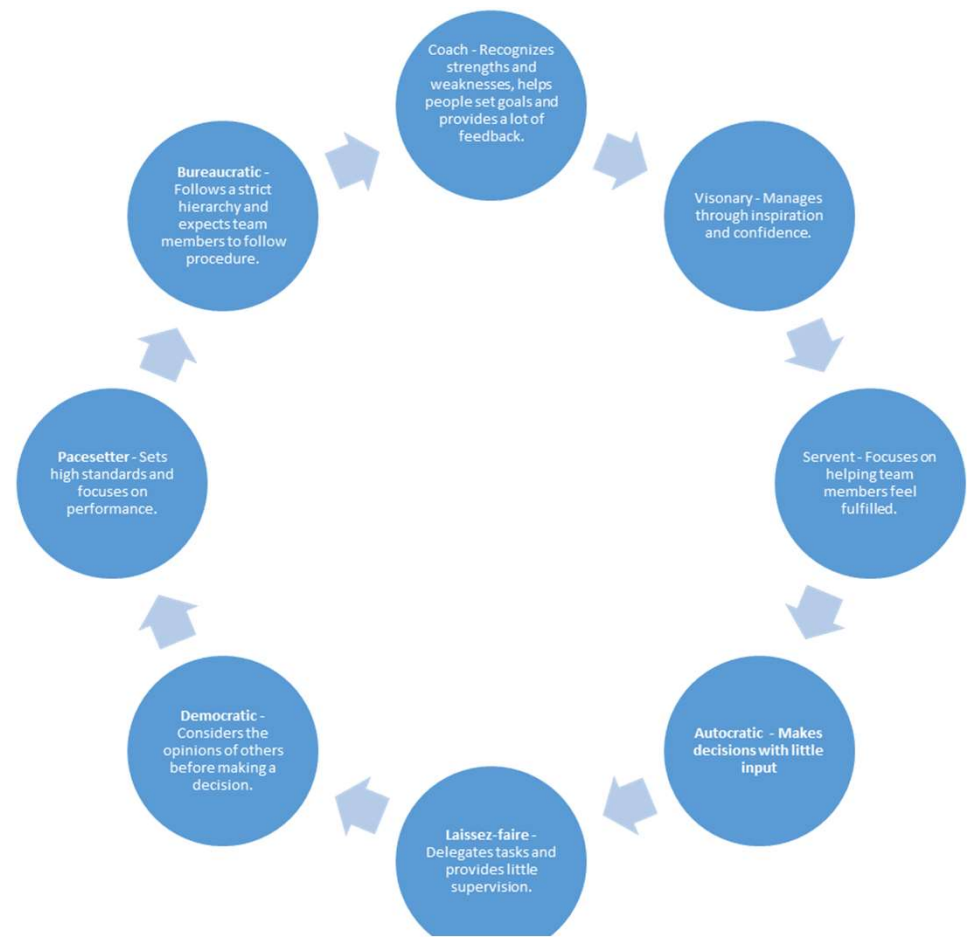
Managers responsibilities include, Communication, understanding culture and develop a personal leadership style. This can help create clear visions and influence outcomes ACAS (2019).

3

What are the best leadership styles? And how can they be effective in certain situations? Indeed (2023).



COMMON LEADERSHIP STYLES



WHAT LEADERSHIP STYLE WORKS FOR YOU?



UNIQUE

Leadership styles are unique to everyone, but utilising a blend of leadership styles can improve outcomes Indeed (2023).



LEARNING

Learning different Leadership styles can be challenging, practicing these new behaviours is important so that they become natural Toftdahl, S. (2020).



TESTED

What type of leader are you? Click the link below
[LINK](#)



AUTHENTIC

Feedback to the group your thoughts on your leadership style

SUPPORTING HYBRID WORKING

2023

Embracing Hybrid Working allows employees and employers to seek a more flexible way of working. There is no ideal Hybrid solution instead discussions should be had on a 1-2-1 basis to support employees BBC (2022).

Before introducing Hybrid, you should understand the jobs and tasks that need to be undertaken and what can be adapted to Hybrid working.

- Engage with your team as early as possible
- Ask them if they have a preference
- Understand the staff groups needing to be included

This can provide you a better understanding of the challenges that need to be resolved Gratton, L. (2021).

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FRAMEWORK TO SUPPORT HYBRID

To support moving to Hybrid the following framework can be used to support teams through the challenges Wallbridge, A. (2021).

FRAMING

Goals, Feedback from your team, road maps based on this feedback

STORMING

Formal Feedback, disagreements refocus on solutions, Track progress

NORMING

Team interactions, virtual meetings, keep checking in with the team

PERFORMING

Informal Meetings, empower the team to manage the schedule, improvements and challenges note from hybrid working



HYBRID WORKING SUPPORT

2023



Hybrid working can be challenging but it need not be, remember to:

- Understand your teams needs ahead of the change
- A team solution is unlikely to suit all
- How can you manage the movement to Hybrid KPI's, goal monitoring
- Keep track of challenges and engage with the team to find solutions

Further information on Hybrid working and Flexible working can be found on the Hywel Dda SharePoint site - https://nhswales365.sharepoint.com/sites/HDD_Intranet

PITCH DECK

EXIT INTERVIEWS – WHY ARE THEY IMPORTANT?



2023

COSTS

Replacing a band 5 registered nurse in the NHS costs on average £12,000 with the total cost to the NHS of over £3million pound a year Farrah, M. (2022).

UNDERSTANDING

Why? What? Understanding the detail behind employees leaving allows the Organisation to take action to improve retention rates Crowell, B. (2017).

SUPPORT

Offering solutions to staff ahead of them feeling the need to leave, anonymous feedback, can allow staff to feel heard and supported, allowing staff to submit exit interviews directly to OD teams can also improve the engagement with exit interviews Organisational Development Hywel Dda (2023).

EXIT INTERVIEWS THEIR GOALS SPAIN, E. GROYSBERG, B. (2016)

CULTURE

Helping to understand business and team cultures, have we failed to succession manage etc..

EMPLOYEE PERCEPTIONS

Job Design, working conditions, peers, this can help managers improve motivation, efficiency, coordination and effectiveness

LEADERSHIP STYLES

Allows managers to understand how their leadership style can impact employees

ORGANISATIONAL BENCHMARK

Allows the organisation to benchmark the benefits offered to employees

IDEAS AND ADVOCATES

Generates ideas to improve employee work life balance and allows departing employees to leave as ambassadors of the organisation





UNDERPERFORMING EMPLOYEES

CHALLENGES

Understanding the causes for underperformance should be the priority as a manager. Lack of skill, uncertain expectations, dissatisfaction, work environment, culture or personal issues can cause employees to perform below normal standards Boatman, A. (2023).

SUPPORT

It's important to document any issues as soon as possible, an informal chat to discuss the issues being open and honest to gain perspective from the employee. Trying to resolve these issues informally is always best for manager and employees. Setting out what improvements that you are seeking BrightHR (2023).



EMPLOYEE SUPPORT PROCESS

PROCESS OF SUPPORT

Below highlights the support that can be provided:

- Regular discussion
- Review their performance set timescales
- Discuss any improvements notes

Discussions like this should take place as soon as any underperformance is noted and not at yearly performance reviews. This not only benefits the manager to help resolve informally but is fairer to the employee, allowing support as soon as possible.

INTRODUCTION TO COACHING

2023

Development, skills and performance can be a challenge to all managers, ensuring your team can meet the goals needed now and in the future.

Coaching allows managers to support their employees through challenges that they are facing, this could include:

- Improving Performance
- Personal Factors
- Organisational Goals
- Individual Goals

Employee need to be engaged in the coaching process to benefit from it, coaching also needs to be structured CIPD (2021).

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LEADERSHIP AND COACHING

BEING OPEN TO COACHING NORMAN, C. (2019).

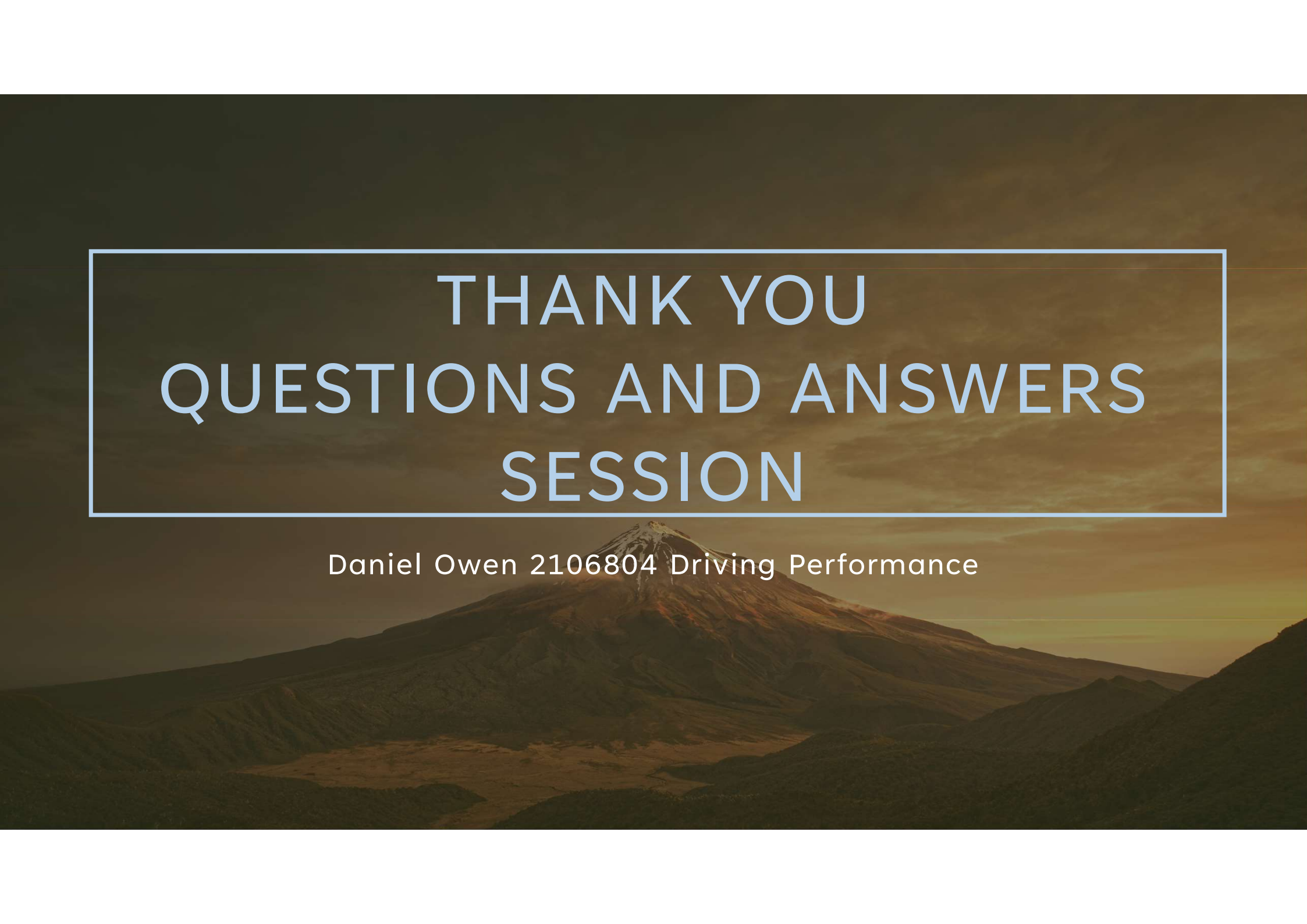
Being open to coaching as a leader can help improve your skills, being open requires you to:

- Ask for the help you need
- Bring forward the goals that are tough to achieve
- Trial and Error will happen
- Be honest with what isn't working for you

MODELS TO COACHING (GOAL, REALITY, OPTIONS, WILL)

- Goals – Linked to SMART criteria
- Reality – What is the issue, have any steps been taken to resolve the problem
- Options – brainstorming get ideas down on paper
- Will – what will be done now to look to resolve the issue

This model can be used for goal or objective problems MindTools (2023).



THANK YOU QUESTIONS AND ANSWERS SESSION

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