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BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Last week we...

Discussed leadership and management

Learnt about autocratic, democratic and laissez-faire leadership

Analysed our own personal leadership preferences

Identified traits of Transformational and Transactional leadership

Applied Situational leadership to different situations

Assessment preparation



Did you listen to the audio example?



What feedback would you provide?



Are there any theories missing that you feel could have been included?



We will refer to Assessment 1 throughout today's session.



Assessment 2 case study is now live on Moodle.





Learning Outcomes – By the end of today, you will be able to...

1

Define diversity, equity and inclusion.

2

Explain the role of ethical and inclusive leadership.

3

Identify the impact of unconscious bias.

4

Recommend inclusive workplace practices.

5

Apply a conflict-management model to workplace situations.

6

Demonstrate inclusive leadership behaviours.



Icebreaker



Think of a team you have worked in.



What made team members feel:

Included

Excluded



What is DEI?

Diversity

Differences between people.



Age



Gender



Ethnicity



Disability



Religion



Socioeconomic
background



Experiences



Perspectives

Equity

Providing people with
the support they need
to succeed.



Inclusion

Creating an environment
where everyone feels valued
and able to contribute.



Why DEI matters – The benefits



Increased creativity
and innovation



Better
organisational
performance



Wider talent
attraction



Improved
employee
wellbeing



Enhanced decision-
making

Ethical leaders

Act	Act with integrity
Make	Make fair decisions
Demonstrate	Demonstrate honesty
Respect	Respect employees
Take	Take responsibility for actions
Promote	Promote equality and inclusion

Ethical Leadership in Practice

Scenario

At Northstar Travel, managers are under pressure to resolve customer complaints quickly. Some managers want employees to work additional hours immediately, while others are concerned about employee wellbeing.

Discussion Questions

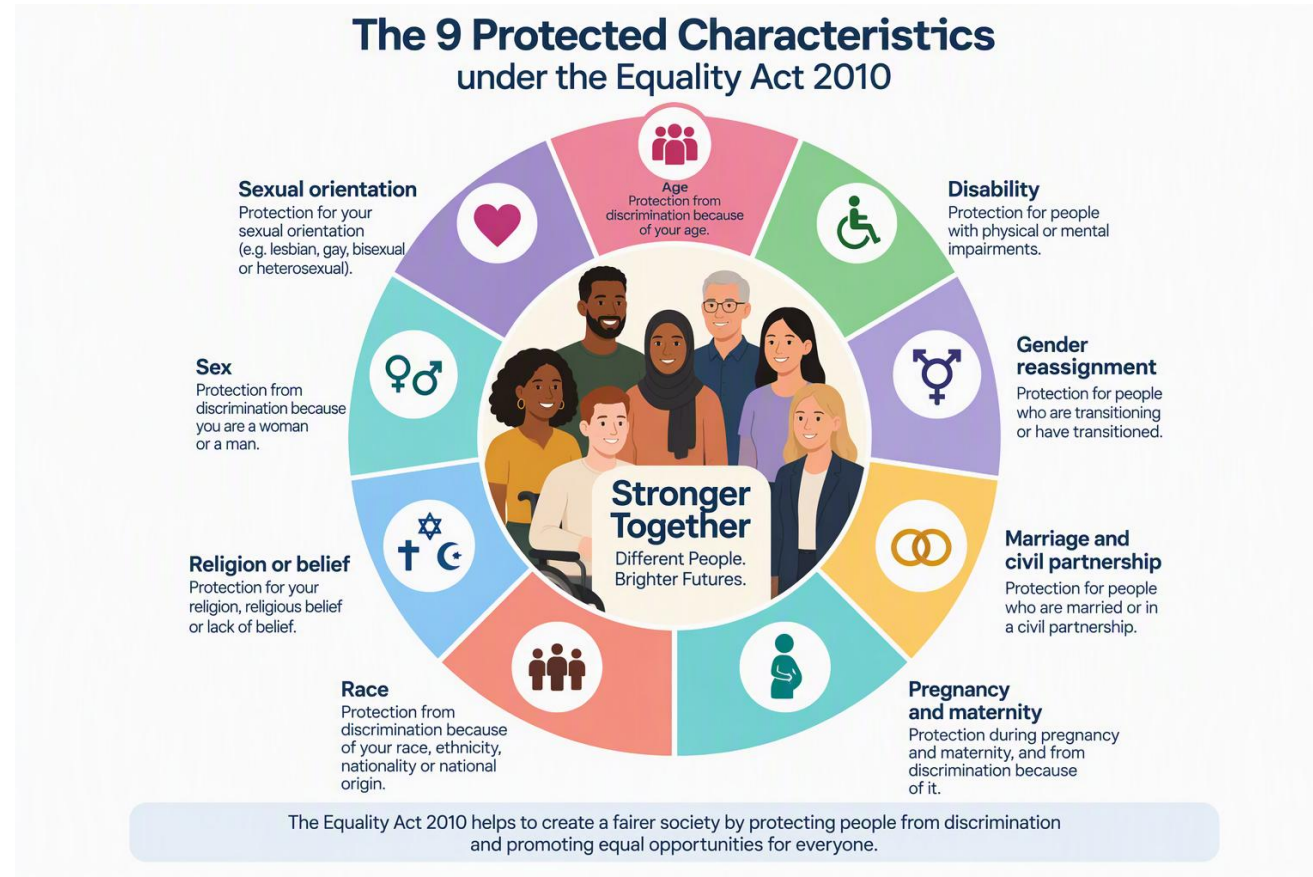
- What is the ethical issue?
- How should leaders balance organisational needs with employee wellbeing?
- Which leadership approach would be most appropriate?



Inclusive leaders

- ✓ Encourage participation
- ✓ Listen actively
- ✓ Seek different perspectives
- ✓ Challenge inappropriate behaviour
- ✓ Value every contribution
- ✓ Adapt their approach to individual needs

Legal Requirements for Inclusivity (CIPD, 2026)



Types of Discrimination



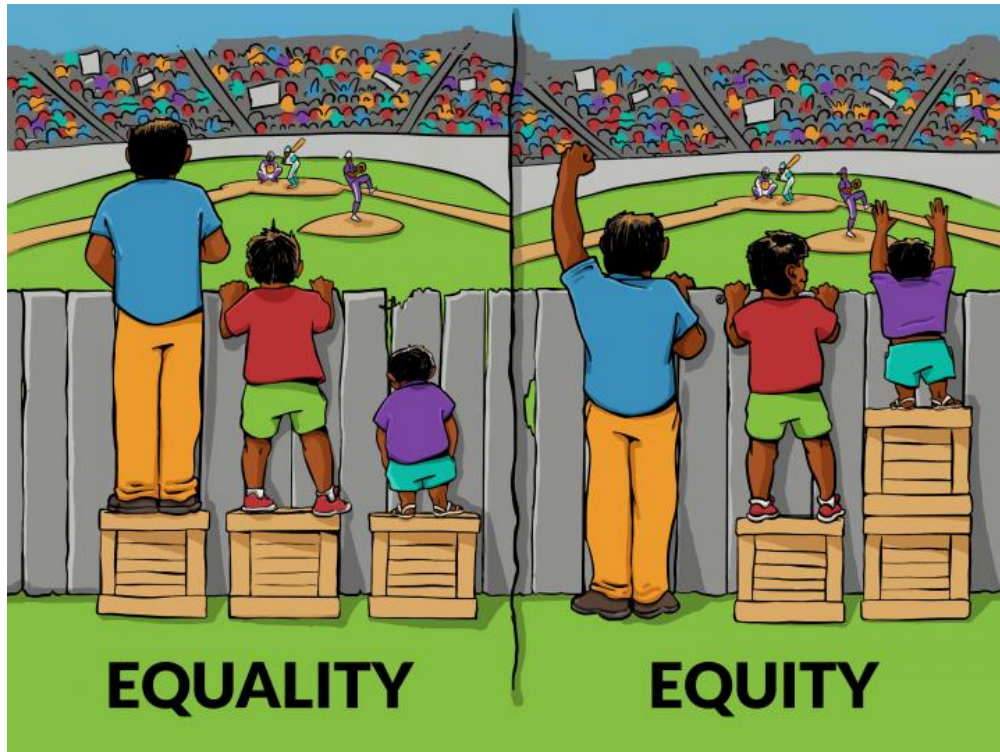
Answers (1)

Type of Discrimination	Correct Definition
Direct Discrimination	Treating someone less favourably because of a protected characteristic.
Indirect Discrimination	A policy, rule, or practice applies to everyone but disadvantages a particular group.
Harassment	Unwanted behaviour that creates an intimidating, hostile, degrading, humiliating, or offensive environment.
Victimisation	Treating someone unfairly because they have made or supported a complaint about discrimination.
Discrimination by Association	Treating someone less favourably because they are associated with someone who has a protected characteristic.

Answers (2)

Scenario	Answer
1	Direct discrimination
2	Indirect discrimination
3	Harassment
4	Victimisation
5	Discrimination by association

Equality V Equity



- Why might treating everyone exactly the same sometimes be unfair?
- Reasonable adjustment examples:
 - Flexible working arrangements
 - Assistive technology
 - Adapted workspaces
 - Alternative communication methods
 - Additional support or training



Inclusive Team Behaviours

✓ Respect different viewpoints

✓ Encourage participation

✓ Use inclusive language

✓ Support colleagues

✓ Challenge inappropriate behaviour

✓ Share information openly

Psychological Safety (Edmondson, 2019)

A team climate where people feel able to:

- ask questions
- raise concerns
- admit mistakes
- suggest ideas
- challenge decisions respectfully

At Northstar Travel: How might a lack of psychological safety have contributed to the crisis?



Making fair decisions

Have all viewpoints been considered?

Who may be affected by this decision?

Am I making assumptions?

Is everyone able to contribute?

Could bias influence my judgement?

Why might leaders make poor decisions if they only listen to people with similar views?

When negotiating solutions in Northstar Travel consider who is affected, challenge assumptions and justify decisions.

Decision-Making Activity – Workplace Challenge

A team is considering three working patterns:

1. Fully office-based
2. Hybrid working
3. Flexible team-led arrangements

Team members have different needs:

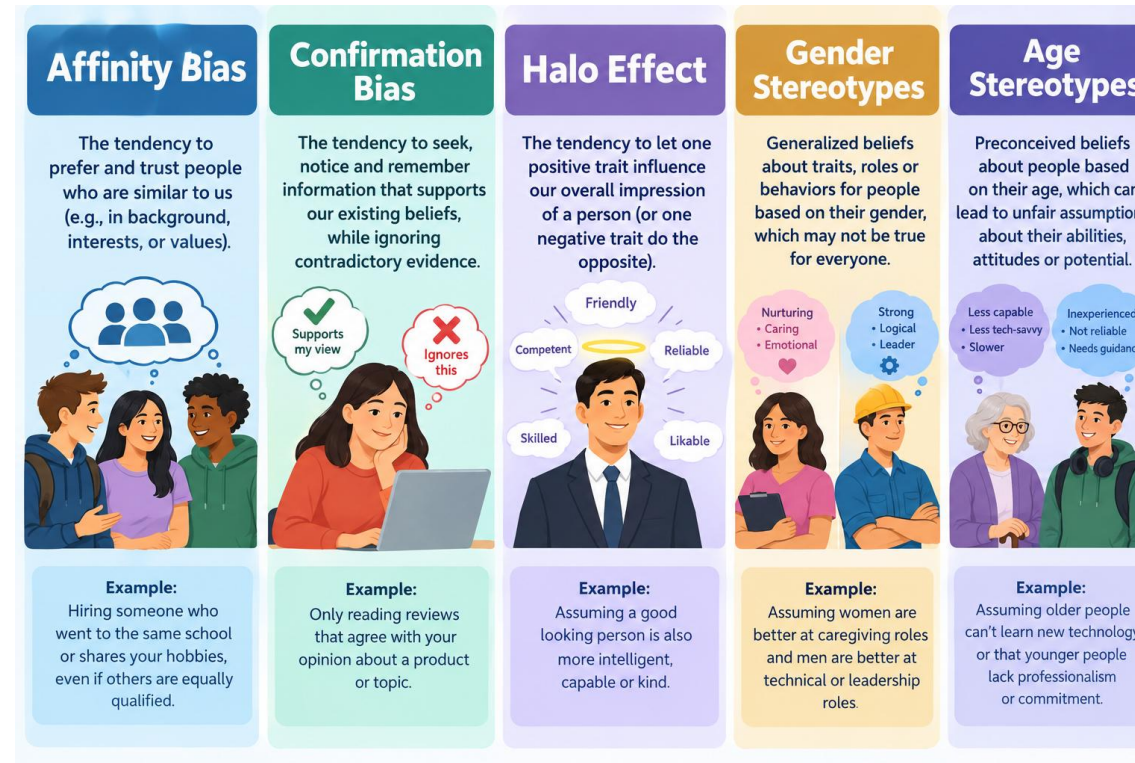
- Caring responsibilities
- Disabilities
- Long commutes
- New starters who need support

Discuss:

- Which option would you recommend?
- How would you ensure fairness?
- How would you gather different viewpoints?
- What would an inclusive leader do?

Understanding Unconscious Bias – What is it?

Automatic assumptions or judgements that influence our decisions without us being fully aware.



Understanding Unconscious Bias

Consider the Northstar Travel scenario, how could unconscious bias affect:

- customer service staff?
- IT staff?
- managers?
- different departments involved in the crisis?

Conflict – Even inclusive teams experience disagreement.



Write down three words you associate with conflict at work.



In pairs, share your words and identify any similarities/differences.



Understanding Workplace Conflict - Causes

Communication
breakdowns

Role ambiguity

Competing
priorities

Personality
differences

Perceived
unfairness

Bias and
discrimination



How do you deal with conflict?



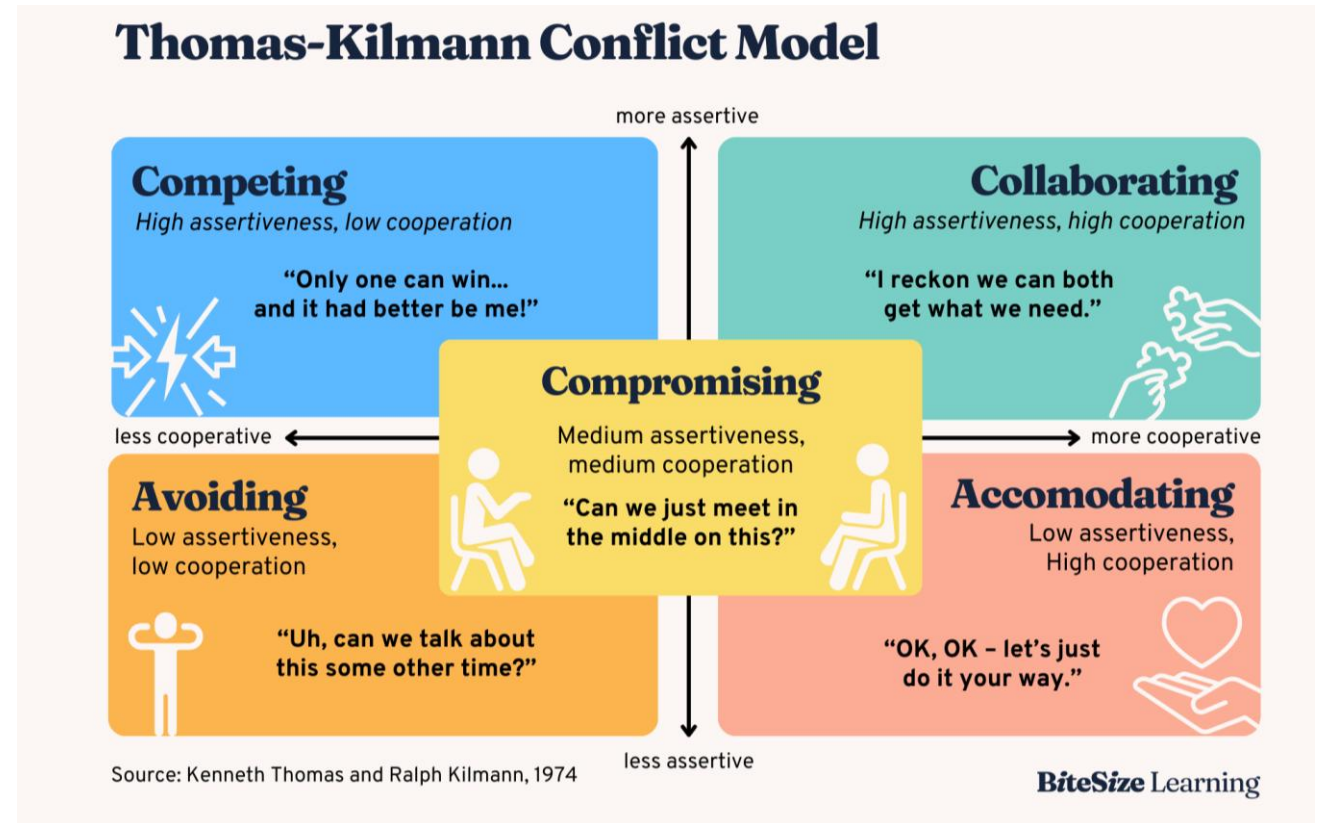
If a colleague repeatedly interrupts others in meetings, what would you do?

Thomas-Kilmann Conflict Model (1)



Thomas-Kilmann Conflict Model (2)

- What style best supports an inclusive workplace culture?



Conflict Management Activity – Applying Thomas-Kilmann

Northstar Travel Scenario

Customer Service blames IT for system failures.

IT argues they warned management about the risks before launch.

Employees are becoming frustrated and communication is breaking down.

Discussion

- What is causing the conflict?
- Which approach would be most effective?
- What should leaders do?
- How could collaboration be improved?



DEI Action Plan

Individually complete:

"I will improve inclusion in a team by..."

- One behaviour I will start doing.
- One bias I will challenge.
- One inclusive leadership action I will take.

Assessment 1: Preparation

-
- ✓ Stay in role
 - ✓ Listen and respond to others
 - ✓ Justify your recommendations
 - ✓ Apply relevant theories
 - ✓ Negotiate solutions
 - ✓ Consider ethical and inclusive implications
 - ✓ Contribute to the final action plan



Useful theories

Tuckman

Belbin

Herzberg's Two-
Factor Theory

Self-
determination
Theory

Situational
Leadership

Transformational
Leadership

Transactional
Leadership

Communication
Models

Psychological
Safety

Thomas-Kilmann
Conflict Model



Questions to consider

Have I explained a theory?

Have I applied it to the scenario?

Have I responded to the other viewpoints?

Have I demonstrated professional behaviour?

Role Play Practice



What's next?

Week 7 – Role plays - You will only need to attend for your allocated time slot for Assessment 1.

Week 8 – Role plays, guest speaker and Assessment 2 preparation. Familiarise yourself with the Assessment 2 case study available on Moodle.

Week 9 – Assessment 2 revision session and the in-class assessment.

Week 10 – SafeTalk training with the Wellbeing Team.

Any questions?



Reference List

- CIPD (2026) *Discrimination in the workplace*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/discrimination-workplace-factsheet/> (Accessed: 21 September 2026)
- Edmondson, A. C. (2019) *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth*. Wiley.