CIPD

Manager support: behaviours to support health, wellbeing and engagement

Questions to help you reflect and get feedback

These questions can be used to reflect and gather feedback on your capability to manage employees in ways that are good for their health, wellbeing and engagement.

If you are not sure whether you take a positive, respectful and open approach to managing those who work for you

Reflect on your approach and seek feedback from others on how they see your management approach. For example, do you...

- ...give more positive feedback than negative feedback?
- ...avoid criticising people in front of others?
- ...see times when things don't go so well as an opportunity to learn and improve?
- ...show faith in people's capability?
- ...consult people to understand their views?
- ...keep an open mind on the best way to do things?

If you are not sure whether those who work for you mostly see you as calm, consistent, fair and kind

Reflect on these areas and seek feedback from others on how they see your approach. For example, do you...

- ...act calmly in pressured situations?
- ...manage your own anxiety and stress so that you don't pass it on?
- ...make sure you are consistent with different people and over time?
- ...avoid favouring one team member over another?
- ...take care with how you use humour?

If you are not sure about your capacity for managing conflict and dealing with people management issues

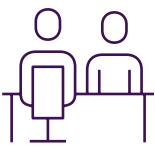Reflect on and seek feedback from others on how they see you deal with these situations. For example, do you…
- …deal with squabbles before they turn into arguments?
- …act as a mediator in conflict situations?
- …deal with employee conflict objectively?
- …follow up conflicts after resolution?
- …support employees through incidents of abuse?
- …address bullying if it arises in your team?
- …seek support from HR or occupational health when appropriate?
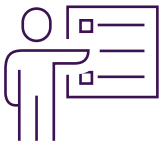
If you are not sure whether you are clear with those who work for you about what is expected of them and how they are doing

Ask those that work for you whether they feel clear about…
- …their role requirements and expectations?
- …relevant processes and procedures?
- …your role?
- …whether they are on track or not?

If you are not sure whether those who work for you know they can rely on you to give advice and take responsibility

Reflect on and seek feedback from others on how they see capability in these areas. For example, do you…
- …give specific advice when required?
- …make time to support and advise employees?
- …show decisiveness when decision-making is needed?
- …follow up on action points?
- …give adequate time for planning?
- …take responsibility for problem solving?

If you are not sure whether you build and sustain good relationships with all the people who work for you

Reflect on and seek feedback from others on how you create and maintain relationships. For example, do you...

- ...check that employees are feeling okay and regularly ask how they are?
- ...show an understanding of the pressures employees are under?
- ...socialise with the team? This can be meeting for coffee or lunch, or having a social chat with them during work time; it doesn't have to involve going for a drink after work.
- ...have a laugh at work with the team?
- ...take an interest in employees' life outside work?
- ...provide regular opportunities to speak one to one with employees?

If you are not sure whether you support people who work for you to develop in their careers

Reflect on and ask those that work for you their views on whether you...

- ...take time to discuss their career development?
- ...actively support their career development?
- ...offer opportunities for career progression?
- ...arrange time off from day-to-day tasks for development opportunities?
- ...arrange development activities for them?

Using the feedback and reflection on these areas, you can now identify which aspects of your management approach you want to develop further. Use the exercises and the action plan to track your progress.