

3 Spires Learning

3 Spires “Light” Learning Team Leader Toolkit - Employee Engagement



Managing Individuals – Managing Diversity

“Developing Tomorrows Leaders”

Managing Individuals

“Managing Diversity”

How To Use This Toolkit

Different team leaders are at different stages and this toolkit provides a basic guide from which team leaders can pick and choose topics they need support on.

Working successfully in teams does not necessarily come naturally to many of us; it is an acquired skill in need of guidance and support.

This toolkit provides practical hints and tips on areas such as team leadership, performance and communication.

It aims to aid managers when they are looking for practical ideas on how to address issues raised in everyday situations.

Each section covers the following areas:

1. Using this section
2. Practical hints and tips
3. Comments from top scoring managers
4. Questions for you

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Using This Section

Diversity is the mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organisations with which they interact.

Diversity acknowledges each person is different and unique.

Inclusion is about creating an environment where difference is valued and each person is treated fairly, without prejudice and free from harassment or bullying and also where decisions relating to an individual are made purely on the basis of merit and ability.

It is not about favouring one group above another or being politically correct. It is about getting the best from people and achieving business success.

The concepts of diversity and inclusion support employee engagement because they promote the importance of understanding and managing people individually according to their needs. In turn, this drives higher individual and team performance.

Practical Hints And Tips

To promote diversity and inclusion, you need to:

- Adhere to your companies approach to equality and diversity.
- Apply the policy when dealing with others.
- Ensure that you are using appropriate behaviour and language.
- Ensure that discrimination, bullying and harassment does not occur in the working environment – particularly your team.
- Provide a positive work environment.
- Take action where required.
- Treat others as they would want to be treated (not as you would want to be treated).
- Lead by example.

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Adherence to your companies approach to equality and diversity should be observed when you are in work, or at work related social or business events outside of normal working hours.

You need to apply this approach when you are dealing with colleagues, your team, customers, agency workers, suppliers and visitors.

What Is Harassment?

Harassment is behaviour that an individual finds unwanted, offensive, demeaning, abusive, humiliating and unreasonable whether intentional or unintentional.

It may be related to individual differences that include race, religious beliefs, creed, colour, nationality, ethnic or national origins, sexual orientation, marital/parental status, sex, age, and disability.

Harassment is determined by the **IMPACT** of the behaviour on the person to whom it is directed and whether this has a negative and detrimental effect.

It is the impact of the behaviour that is key to harassment and not the intent.

The main characteristic of harassment is that it is unwanted. Harassment may take the form of a single act or series of acts over a period of time and it includes abuse of power/position.

Examples of such behaviour can include:

- Derogatory remarks which are offensive.
- Expression of racist/sexist views.
- Suggestive remarks or gestures.
- Physical threats.
- Physical assault.
- Offensive language.
- Offensive electronic communications.

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Bullying is a form of harassment.

It is malicious behaviour that undermines self-esteem and confidence.

It can include persistently negative or malicious attacks on job performance and it is quite different from the legitimate pressures that may be experienced when there is a need to meet deadlines or customer requirements.

Bullying can take place on an individual basis or group basis and at all levels in the Company.

Examples of bullying behaviour include:

- Abuse of power
- Unfair work assignments
- Continual unjustifiable criticism
- Humiliating behaviour
- Physical assault
- Non co-operation
- Any other conduct creating an intimidating work environment

In the event of an alleged bullying incident, you must:

- Take immediate and appropriate action.
- Be aware and have an understanding of the companies Harassment and Bullying at Work policy and procedure.
- Deal with all complaints whether informal or formal, fairly, sensitively and as quickly and confidentially as possible. This includes complaints about the behaviour of customers, suppliers, and other third parties.
- Use an appropriate leadership style to positively influence others.
- Ensure that no detriment, victimisation or retaliation is applied to anyone who has been involved in a harassment or bullying situation.

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"The success of my team is in the differences amongst its members - it is only because they all contribute different strengths that I can truly say that the whole team is greater than the sum of its parts! If they were all the same it would not be so"

"Treating people as they would want to be treated is a much higher level of management skill because you need to really understand the individual's values, beliefs and motivational needs to do it well, but it's worth the extra effort in terms of building performance"

"I had an incident of bullying reported to me some time ago. When I investigated it, I discovered it was widespread. I took a hard line on it because it had such a terrible impact -I had staff off sick through stress because of it"

Questions For You

1. Are you aware of your Equality and Diversity Policy and Policy on Harassment and Bullying in the Workplace?
2. When you recruit new employees, do you tend to recruit people like yourself or others in the team, or do you look for differences that might add strength to the team?
3. Are there 'insiders' and 'outsiders' in your team? What are the behaviours of both the 'insiders' and 'outsiders' that create exclusion? How can you help promote more inclusion within the team?

Hint

- ***Talk to someone who is different to you in terms of age, ethnicity, education, religion or gender etc. Ask them how that difference has affected their experience of working in your team.***

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