

Management competencies for preventing and reducing stress at work

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Session outline

- Why focus on line managers?
- Management competencies for preventing and reducing stress (research findings)
- Integrating the competencies into practice

Why focus on line managers?

- Managers' behaviour is vital:
 - Direct impact: potential source of stress/well-being for their staff
 - 'Gate-keeper' role: influence their staff's exposure to sources of stress
- Managers play key role in identifying and tackling stress in their staff
- Managers are key to achieving the HSE Management Standards

Needed research to...

- Understand what manager behaviours are important in the context of well-being
- Develop evidence-based guidance and tools to:
 - Provide managers with clear guidance on behaviours to adopt
 - Enable integration into employers' selection, appraisal and training processes

1. Interviews with nearly 400 managers and employees + workshops with HR/OH/H&S

Produced framework with 19 behavioural themes

2. Questionnaire survey with over 800 managers and employees + further workshops

Refined framework to 4 broad themes, with 12 sub-themes

3. Testing whether we can help managers use and develop the behaviours identified

Can help managers change behaviour

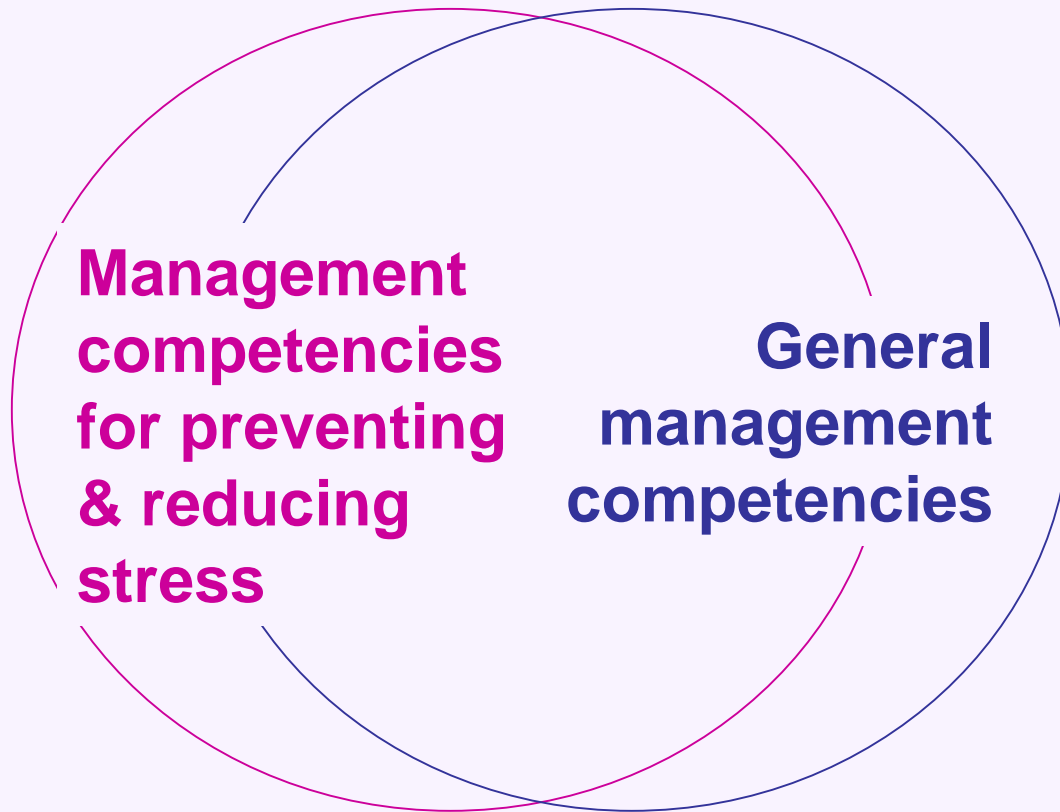


**Rigorous
research
process**

Management competencies for preventing and reducing stress

Competency	Sub-Competency
Respectful and responsible: Managing emotions and having integrity	Integrity
	Managing emotions
	Considerate approach
Managing and communicating existing and future work	Proactive work management
	Problem solving
	Participative/empowering
Managing the individual within the team	Personally accessible
	Sociable
	Empathetic engagement
Reasoning/Managing difficult situations	Managing conflict
	Use of organisational resources
	Taking responsibility for resolving issues

Management competencies for preventing & reducing stress vs general people management



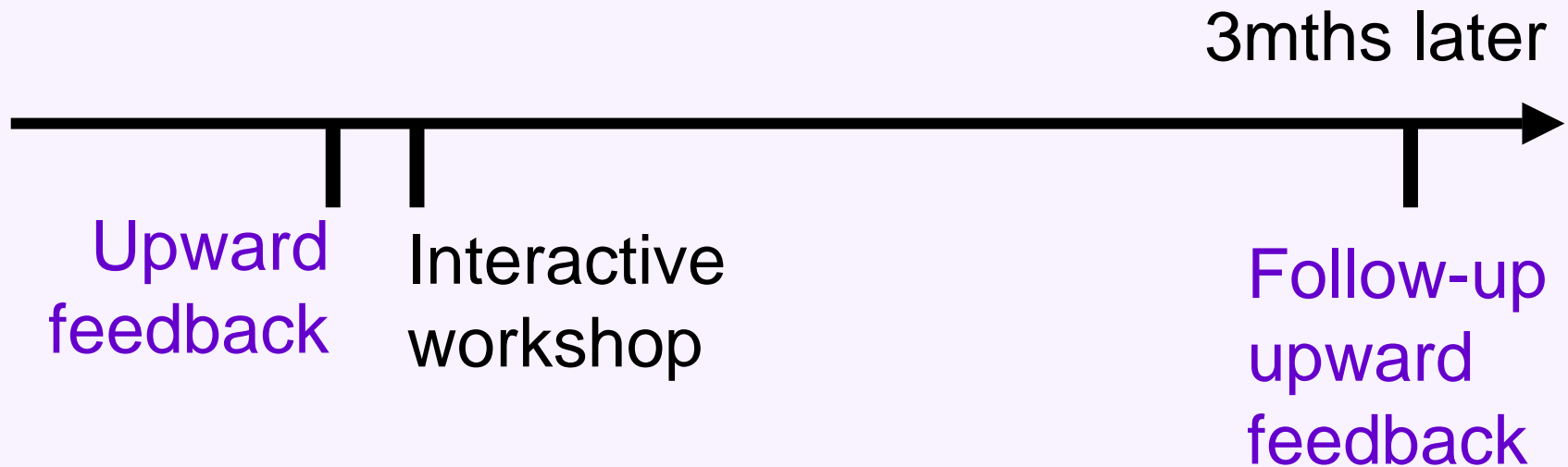
Overlap with management/ leadership models

Competency	Sub-competency	TLQ (Pub)	TLQ (Priv)	ELS	LBD Q	Great 8
Respectful and Responsible: Managing emotions and having integrity	Integrity	✓	✓	✓	✓	✓
	Managing Emotions	✓	✓	x	x	✓
	Considerate Approach	✓	✓	✓	✓	✓
Managing and Communicating existing and future work	Proactive work management	✓	✓	✓	✓	✓
	Problem Solving	✓	✓	x	✓	✓
	Participative/empowering	✓	✓	✓	✓	✓
Reasoning/ Managing difficult situations	Managing Conflict	x	x	✓	x	x
	Use of organisational resources	✓	✓	x	x	✓
	Taking responsibility for resolving issues	x	x	x	x	✓
Managing the individual within the team	Personally accessible	✓	✓	x	✓	✓
	Sociable	x	x	x	✓	✓
	Empathetic engagement	✓	✓	✓	✓	x

Management competencies for preventing & reducing stress vs general people management



Changing manager behaviour



Messages for managers

- This is about day-to-day people management behaviour – not ‘extra’ activities
- Not single behaviour – complementary set of behaviours (depends on situation/ individual)
- Some things may do already, others may need to add to management approach: upward feedback helps understand which
- Can change behaviour, but there may be barriers to overcome
- Seek support from others

Messages for organisations

- Some behaviours may be included already, others you may need to add
- Can help managers change behaviour, particularly those with development needs, if you:
 - Provide upward feedback
 - Provide additional support
 - Help managers overcome barriers
 - Achieve buy-in
 - Integrate with organisational practices

Integrating the findings: into HR/mgt development

- Competency framework can be used to:
 - Dovetail into existing management development and develop new training programmes
 - Integrate into manager induction programmes
 - Provide guiding structure/checklist for other skills training (eg communication, delegation)
- Indicator tool questionnaire can provide insight via feedback – NB with support/coaching

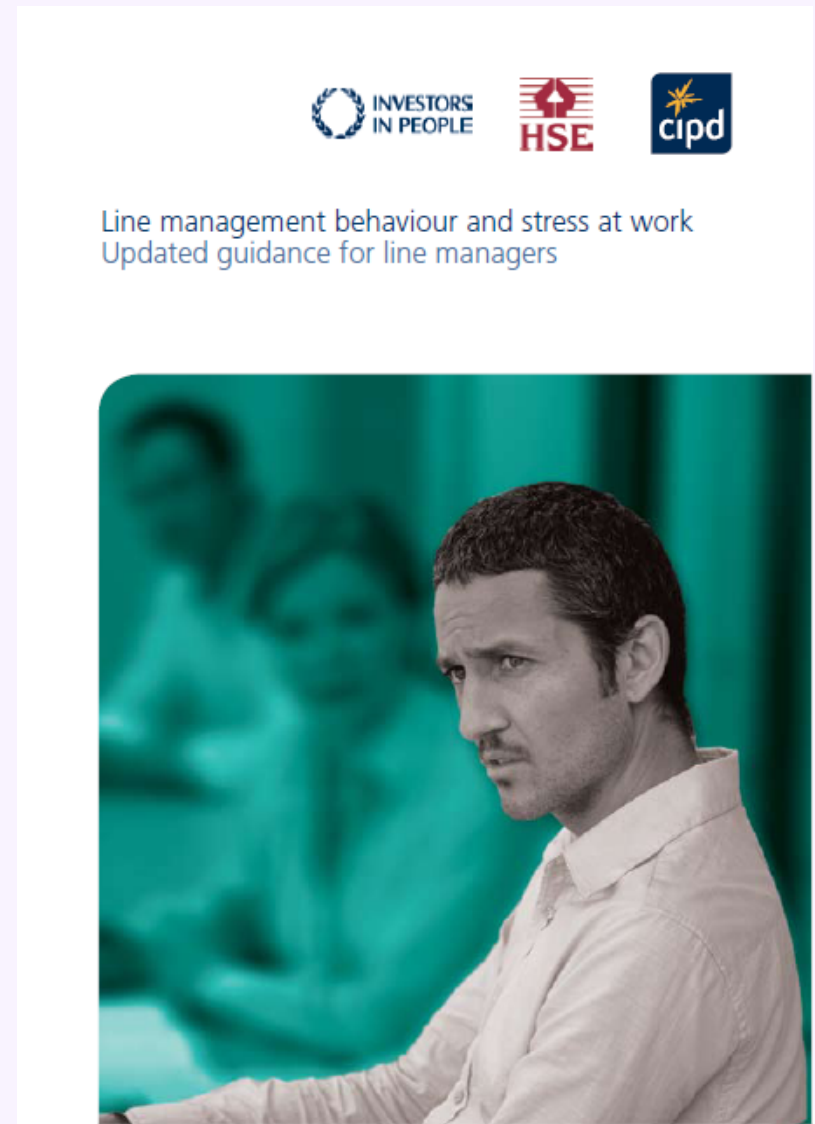
Integrating the findings: into well-being/resilience activity

- Competency framework can be used to:
 - Review/develop policies
 - Inform the development of action plans
- Indicator tool questionnaire can give feedback/information in order to:
 - Provide individual diagnostic/information at the local level
 - Tackle specific situations or scenarios e.g. 'hot spots'

Tools available from the research (1)

Guidance leaflets for
managers/ HR:

www.cipd.co.uk/subjects/health/stress/_Instrswrk.htm?IsSrchRes=1



Tools available from the research (2)

2. Self-report questionnaire for managers:

www.hse.gov.uk/stress/mcit.htm

- 66 questions
- Available as PDF download or excel macro
- Provides a score on each of the competencies
- NB our research suggests upward feedback useful

Tools available from the research (3)

3. New packages of online materials will be available soon to help facilitate behavioural change in managers through:
 - direct support to line managers
 - helping employers, consultants/coaches, training providers and other delivery partners to provide support to line managers
- To try out the prototype materials, sign up at: www.hse.gov.uk/stress/volunteer.htm

Session summary

- Why focus on line managers?
 - Vital role in managing stress in staff
- Management competencies for preventing and reducing stress (research findings)
 - 4 key themes of manager behaviour
- Integrating the competencies into practice
 - Can integrate with L&D and/or stress/well-being programmes. Tools available.

Other links

Research reports :

www.cipd.co/researchinsights

www.hse.gov.uk/research/rrhtm/rr633.htm

www.hse.gov.uk/research/rrhtm/rr553.htm



Thank-you for listening

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