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HOW TO HELP YOUR TEAM THRIVE **AT WORK**

Four steps every manager can take to make sure stress doesn't get in the way of success

When your team's happy, healthy and engaged in their work, they're more likely to meet their goals and help you to meet yours. More good days for your team lead to more good days for you. On the other hand, when people are stressed or burned out, their performance and relationships with others will suffer.

So what can you do to minimise some of the key triggers for workplace stress that could be holding you and your team back?

Research shows that the most common causes of stress at work are heavy workloads and management style. And when you look at the other causes of workplace stress, such as organisational change, pressure to meet targets and lack of support from line managers, it's clear to see the important role you play.

Carving out time in your busy schedule to consider these four simple steps will help you and your team to thrive:

- 1 Get to know your team better.**
- 2 Lead by example to promote healthy working habits.**
- 3 Review job design and workloads.**
- 4 Assess your management style.**

1 Get to know your team better

- Give every member of your team a good induction when they start in a new role – it's a great way to get to know them and will help them settle in more quickly.
- Have regular one-to-ones and put health and well-being on the agenda for every team meeting – it's an opportunity to discuss pressures and workloads, and work together to plan work effectively.
- Get to know what really matters to your team, remembering that everyone's different:
 - What motivates them? • What are their personal triggers for stress? • Do they feel resilient and able to manage their emotional needs? • Do they feel secure and supported in their job, and a sense of belonging and inclusion in the team? • Are they happy with their work-life balance? Do they get enough time to exercise and eat healthily? • Would they feel comfortable raising any ongoing health concerns or personal issues with you?
- Make yourself personally available to talk; encourage your team to open up to you by showing empathy and really listening to people's concerns.

Read our top tips for having a conversation about stress:

peopleskillshub.cipd.co.uk/conversation-about-stress

Take care of your own well-being, and do so visibly to show your team that it's okay for them to do the same.

2 Lead by example to promote healthy working habits

- Create time in your working day for exercise or other activities that can help reduce stress and burnout.
- Take time out to rest and recharge after busy periods: take regular lunch breaks and use your full annual leave entitlement.
- Stay home when you're unwell; don't struggle in to work.
- Avoid working excessive hours, emailing employees outside working hours or checking in with work when you're on holiday.
- Take advantage of any flexible working opportunities your employer offers that might help you achieve a better work-life balance.

3 Review workloads, duties and responsibilities

- Give everyone in your team all the information, training and development they need to do their job to a good standard and understand how they contribute to wider organisational goals.
- Set clear and realistic deadlines and expectations.
- Watch out for people working excessive hours with no breaks: it could mean there's too much work to do, or your team might need support and development to work more effectively.
- Make sure everyone's role and responsibilities are well matched with their skills, experience and career aspirations.
- Wherever possible, give your team a say over what they do and how they do it.
- Give people who work alone opportunities to form relationships with others, and give those who work in busy teams the opportunity to work in a quieter environment from time to time.

4 Reflect on your management style

- Does your team know where they stand with you? If you are fair, open and consistent, your team is more likely to cope well under pressure than if you are unpredictable or indecisive.
- How much positive and constructive feedback do you give your team?
- Are you open and approachable, and comfortable having sensitive conversations with people?
- How do you handle conflicts or cases of bullying or harassment? Do you sit on things and let them fester, or do you act decisively and rationally?
- Do you treat people as individuals and flex your management style to suit the needs of each team member?
- Do you give members of your team a good balance of autonomy and support?
- How do you communicate change and support your team through it?

Assess your management style with these free checklists: www.hse.gov.uk/stress/mcit.pdf

Build your confidence as a line manager

If you're really serious about helping your team succeed, why not ask your HR team to help you explore different types of line management, well-being and conflict management training?

No HR team? Why not take your development into your own hands with this free online course for new and aspiring line managers: bit.ly/people-management-skills

Why this matters to the CIPD

The CIPD's purpose is to champion better work and working lives – we believe work can and should be a force for good. It should benefit workers, the organisations they work for, and the communities and societies they live in.

This starts with valuing people – both our contribution to business success and our fundamental right to lead a fulfilling and healthy working life.

Find out more at: cipd.co.uk/about

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