






## Line manager support: behaviours to support health, wellbeing and engagement

CIPD research identified five key behaviours for line managers to support the health, wellbeing and engagement of those who work for them. This table outlines more information about each of these behavioural areas.

Behavioural area	What this is about	Brief Description
<b>Being open, fair and consistent</b> 	Being positive and appreciative	Taking a positive approach in interpersonal interactions, avoiding unhelpful criticism and blame
	Respect and openness	Treating everyone with respect, consulting people and being open to other perspectives
	Remaining calm under pressure	Managing emotions, pressures, deadlines and personal issues in order to stay calm and equanimous
	Being consistent, fair and kind	Managing with fairness, impartiality, kindness, integrity and consistency
<b>Handling conflict and people management issues</b> 	Conflict management	Dealing with employee conflicts early, effectively and in an impartial manner, including following up as appropriate
	Addressing people management issues	Supporting people and addressing more severe issues, such as bullying and abuse
	Appropriate support	Seeking support for yourself and the team, using organisational resources when appropriate
<b>Providing knowledge, clarity and guidance</b> 	Clarity about roles, expectations and feedback	Demonstrating understanding of your own and employees' roles, clarifying expectations and providing clear feedback
	Guidance and advice	Giving advice and guidance when appropriate and making time for people
	Reliability	Being decisive, following up on action points and taking responsibility for problem solving
<b>Building and sustaining relationships</b> 	Concern for wellbeing	Showing empathy, concern and consideration for employees
	Interest in individuals	Taking an interest in employees as individuals
	Sociability	Interacting with employees in a friendly and sociable way
	Availability	Providing opportunities for employees to speak one-to-one
<b>Supporting development</b> 	Exploring and actively supporting development	Taking time to discuss employees' career development and actively supporting them to develop
	Development opportunities	Offering opportunities and arranging career progression and development for employees