

# MANAGER'S GUIDE

## BEAT QUIET QUITTING WITH CURIOUS CARING

### WHAT'S THE STORY?

Welcome to our special manager's guide for R U OK day 2022. This year, we'd like to invite you to think about it a little differently. Here's why.

R U OK day might be great for raising general mental health awareness, but we still see a lot of hesitation to discuss true feelings about work between managers and staff. It makes sense, people don't want to risk their job by giving the impression they're not up to it or that they're a whinger.

But here's the problem with that; you can't fix a secret!



### WHY THIS MATTERS, NOW

With so much talent turnover everywhere this year, now's a critical time to find out how your staff really feel about work and what you can do to keep them.

Plus, feeling like you can tell the truth without fear of repercussions is the key to Psychological Safety. And as the evidence shows, Psychological Safety is the key to high performing teams and organisations. Why? Because it means you can operate on a base of truth, learn faster, and adapt more effectively.



**SO WHAT SHOULD YOU ASK? AND MORE IMPORTANTLY, HOW SHOULD YOU ASK? AND WHAT IF THEY'RE NOT OK WITH THE JOB, OR YOU? — DON'T WORRY, WE'VE THOUGHT OF THAT FOR YOU, ALONG WITH THE KEY AREAS TO FOCUS ON, AND HOW TO TAKE NEXT STEPS. HERE'S HOW.**

## PREPARE PROPERLY

Preparing for a conversation you don't feel equipped to have is hard. Welcome to the world of management!

That said, experience helps; every time you front up, ask, and listen, you gain experience as a leader and trust from your staff. Often, these conversations don't lead to specific solutions. Instead, your goal is for staff to feel as safe and comfortable as possible.

These conversations are an investment in staff morale and trust.

### WHAT TO DO

- Engage your empathetic self and genuinely try to connect with them. When the connection is genuine, words become less important.
- Demonstrate you are really listening by summarising what they say. This is also a great way to check your understanding and help them to tell their truth clearly.
- Be vulnerable too and show you care with personal examples of moments you've felt upset, offended, or vulnerable at work.
- Take it step by step and stick at it. Empathic listening is a skill that is honed and perfected every time you do it.

### WHAT TO AVOID

- If you're not ready to have the conversation, don't have it. Only you will know if you are emotionally and psychologically ready.
- Don't judge; there is time for opinions, interpretations and suggestions — this isn't one of them!
- Resist the urge to fix things. Your desire to solve the problem will likely create more problems.
- Don't jump to conclusions. In this situation, the staff member wants to be heard, and you're here to learn. Keep a clear mind.



**HERE ARE THE 5 KEY THEMES THAT CONTRIBUTE TO STAFF MORALE AND MENTAL HEALTH AT WORK. BELOW ARE SUGGESTED QUESTIONS YOU CAN ASK. OF COURSE, FEEL FREE TO TAILOR THEM BECAUSE IT'S ALWAYS BETTER WHEN IT SOUNDS NATURAL. JUST TRY TO KEEP THE QUESTIONS OPEN-ENDED.**



## BELONGING

- Are there people here you feel comfortable talking to about work concerns?
- Who do you feel comfortable talking to about personal concerns?
- Do you think we do a good enough job at letting staff know they matter and we appreciate what they bring to the workplace?
- What might we do to help people feel better connected to each other?

## COMMUNICATION

- How would you rate the communication in our team? How about with me?
- Are there things that prevent you from talking openly to me /to your managers and/or company leaders?
- Are there things you would like to speak with other managers about or me but are unsure if you should?
- How might we encourage honest conversations about important issues at work and not sweep things under the rug?







## FEELING VALUED

- Do you feel valued by your managers or colleagues?
- What could we do to make team members feel more valued?
- Do you think we give enough recognition to each other for a job well done?
- Have there been times when you felt that your questions / comments / concerns were dismissed? If so, what could have helped you feel heard?

## CONSISTENCY

- How well do you think I have delivered on my promises to you and the team this year?
- Do you reckon we do what we say we will around here?
- Are there commitments or promises you feel we haven't followed through on?
- Have there been times when you felt let down by me or the business?







## TRUST

- Does it feel safe to take a risk on this team?
- How do you think the team could react better to mistakes and maybe learn more from them?
- What would the business need to do to prove they've got your best interests at heart?
- Do you trust the company to act appropriately on reported concerns, e.g. claims of bullying or harassment?

## NEXT STEPS

- Jot down all the issues and suggestions you heard. Work with your peers and leadership to see how you can take meaningful action to address these issues.
- Don't ever offer something you can't deliver. Instead, offer things within your control/authority. e.g. time off, flexible work arrangements, calls to family, communication with work colleagues.
- Know your place in the process. You are often the "first responder" in the initial identification of the issue. You have gained trust, don't waste it.
- Maintain a connection. Be contactable, check in on the staff member to ensure they are aware that you are available to provide support if and as needed.

## ... AND REMEMBER

Allos is always here for you. We provide dedicated support for managers to help navigate just these kind of crucial conversations.



Just submit a request online, or call us using the contact details at your workplace.