

# Respectful **Resolution**

## **FOR MANAGERS:**

### **ADDRESSING INAPPROPRIATE BEHAVIOUR**

**A quick overview for managers who are dealing  
with inappropriate behaviours in their team**

# I'm a manager.

## One of my team is involved in inappropriate behaviour

As a busy manager hearing someone in the team is involved in inappropriate behaviour can be tough. You may feel you don't have time for it or be shocked it could happen in your team and you didn't see it. You may recognise the behaviour, or feel it is reasonable management. You may feel under pressure to find a resolution or anxious

### As a manager your role is:

- To actively build a safe culture in the team
- To create an environment where people feel safe to talk to each other about issues
- If people raise concerns to respond in a neutral, impartial, fair, professional way, with discretion
- To think about the person before the process
- Provide clarity so everyone involved knows what is happening and what is going to happen.

We have a series of guides to help you which you can find on Victor. **Start with the 'Overview of our approach' guide** then work through our Respectful Resolution pathway to help you resolve things.

### Step 1. Creating a safe culture

Make sure everyone in your team knows poor behaviour is not accepted at work, issue this guide:

- Discuss and agree what the values mean in your team and the behaviours that work for you
- Introduce and practice the BUILD approach as your standard for feedback and coaching.

If one of your team comes to you about an issue of poor behaviour, use the guides to support you.

### Step 2. Reflect

**First get clear about your role.** - supporting everyone to a fair outcome where they can work together again. Prioritise and find time to give this due attention.

**Talk to someone you trust,** to your manager, HR, a senior person, Freedom to Speak Up Guardian, your union representative or Occupational Health.

Ask your team member what they expect of you, and the outcome they are hoping for. Use the flowchart in

about confrontation. This guide has been developed to help you be prepared and provide you with tools to address this situation.

Our focus is on resolving issues through reflection, feedback and discussion, only moving to a formal process when appropriate.

'Overview' to consider the options together.

Listen separately to everyone's point of view. Stay calm, objective and neutral. Be open-minded and prepared to change your point of view. After you have listened **take some time to build your own objective understanding** of what's happened.

### Step 3. Direct Feedback

**Check first whether direct feedback has been given.**

If you feel the behaviour is unacceptable, you can give BUILD feedback in private. Describe the specific behaviour, and avoid using the label 'bullying'. Listen to their view. Only then do you have the full picture.

If they are open to feedback and change their behaviour, tell them you noticed and thank them.

**If you feel the actions were acceptable** in supporting the person to do their job or reasonable performance management, discuss this with the person. They may agree, but if not suggest they talk to someone else like HR or a Union representative.

### Step 4. Supported resolution

The person may ask you to **facilitate a discussion to de-escalate and resolve** the situation. You may want to ask HR for support. Be sure everyone gives their view, considers the other person's perspective, has a chance to give their reflections. Only the resolution or agreed next steps should be written down.

### Step 5. Formal process

If you've tried all of these options and the inappropriate behaviour continues, any of the parties has the right to **move to a formal process.**

**Contact HR** if you need further support or advice.

## Your notes, as you work through your options

Notes about discussions with your team to set out your shared expectations of values-led behaviours.

Your notes about what has been reported to you.

Options for your first steps, including discussing your options with a colleague or HR.

Your notes about discussions with your team member; and tools used to explore the issue with them.

Notes about your plan to review and resolve the situation.

Notes about your options to support individuals and the team after initial resolution.

## Further support and guidance

If you feel you need more guidance on what to do next, you can visit the intranet where you can download the following tools and resources:

### For you

- Information about our approaches, policies and procedures
- Guidance on what is acceptable and unacceptable behaviour
- Who to speak to for support
- Step-by-step guides walking you through all of your options

### For your Team

- Guides and templates to help you discuss and improve team culture
- Roles and responsibilities
- Guide for managers

This is one in a series of guides to support anyone who is a target of inappropriate behaviour, has witnessed or had an allegation of such behaviour made against them, and for managers dealing with poor behaviours in their teams.



For more assistance accessing these materials or if you have any questions, you can get in touch with the people listed below who can advise you on informal/formal procedures and support you throughout the process.

- [Health & wellbeing pages on the intranet](#)
- HR team
- [Freedom to Speak Up Guardian](#)  
[elft.freedomtospeakup@nhs.net](mailto:elft.freedomtospeakup@nhs.net)  
Tel: 07436027388
- Occupational Health  
[elft@teamprevent.co.uk](mailto:elft@teamprevent.co.uk)  
Tel: 01327 810777
- [Carefirst](#)  
Tel: 0800 174 319
- Or contact your Union rep

### Our approach to giving feedback

We use the A Kind Life approach to giving and receiving feedback – including the ABC of Appreciation and the BUILD kinder feedback model. You can learn more about this in the guide to Step 3 of our Respectful Resolution pathway. And in a suite of e-learning tools which you can find on our Learning Management System.

