

# Respectful Resolution

## Step 4. Supported resolution

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Continuing to de-escalate to find a resolution that works for everyone

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An informal approach is designed to resolve concerns through dialogue and without a formal complaint. The informal process isn't disciplinary and doesn't disadvantage anyone involved. It will never be reflected on your personal record or performance reviews.



If you have tried to give feedback, or asked someone else to and the situation hasn't been resolved, or if you don't feel comfortable doing so, here are some **other informal options you may wish to consider:**

- > reporting it to your manager but doing nothing else.
- > reporting it to your manager and agreeing a facilitated discussion. There are different types of approach which may lead to an agreement understood by all parties (this could be a written agreement or based on a handshake).
- > seeking advice and support from Human Resources a union representative, another manager, or leader.

# Options for supported resolution

## Facilitated discussion / mediation

A facilitated discussion may take place at any stage, including early-on in the situation. Both parties should request and agree to participate.

At its most basic level the discussion will be facilitated by your manager, but it could be another manager, leader or someone from HR, sitting with everyone involved to try to get to an agreement and a way forward. The discussion requires a safe and constructive environment. Where appropriate, a facilitated discussion may be undertaken by a skilled mediator, who may be your manager or someone else who is suitably trained, qualified or experienced. All facilitated discussions require the facilitator / mediator to be impartial.

**The aim of the informal process** is to stop the unreasonable behaviour and restore a productive working relationship. Steps could include:

- > **You report the behaviour to your line manager** but do nothing else
- > Your line manager or a trusted third party **talks to the person** whose behaviour you don't like
  - To give BUILD feedback, which always includes hearing their perspective
  - To agree actions, changes or next steps
  - Then to tell you what has been agreed
- > The line manager organises **early mediation** resulting in an agreement understood by all parties
- > Written agreements will be the only official record of the allegation.

### 1. Get the facts.

- > Get clear descriptions of the behaviour, what happened, and be able to describe it
- > Listen and gather the information in an unbiased, empathetic and respectful way
- > Understand the issues and what is needed to resolve them for the different parties involved

- 2. **Define the behaviour.** Use these guides to be clear if it is inappropriate behaviour, bullying or something else.
- 3. **Decide on an effective course of action,** tailoring their responses to the seriousness of the issue.
- 4. **Help the parties to agree** to resolve the issues.

If an employee takes an informal approach to dealing with inappropriate behaviour, including bullying, it doesn't absolve our hospital from our duty to deal with the undesirable behaviour.

## Recognising and promoting diversity

Sometimes cultural differences can lead to misunderstandings or different ideas about what behaviour is 'reasonable'. Recognising diversity and creating an environment where people are aware of cultural differences and different communication styles can reduce misunderstandings.

Recognising diversity means understanding how people's differences can bring different strengths. An inclusive and tolerant workplace motivates people to do their best and creates a stronger and more focused team. Informal resolution approaches support people to value diversity, to take into account other people's strengths and differences.

# 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.

