



## Leader and Manager Briefing

### Action

Lead group discussions with your immediate team and use 1:1s to follow up with individuals.

### Why

Leaders and Managers do not need to have the answers to all challenges being faced by their staff. Instead, they need to be able to start discussions around these themes and support their team to access the resources required as and when they are needed.

To pre-empt possible themes, support has been collated on the themes being raised by the leadership and management communities. This briefing provides guidance on how to use these resources to support yourself and your team.

### Getting Started – Identifying & Prioritising Themes

The initial focus is about opening up and having authentic and meaningful conversations as a team. At your next team meeting or 1:1:

1. Check in with your team. Give each person (including yourself) space to share what's happening for them and how they are feeling. Share successes and achievements as well as challenges and concerns.
2. Talk about what's on people's minds and any topics or themes they would like to discuss and why this is of interest.

### Discussing the Themes

Once you have identified themes that are of interest to individuals and the team:

1. Access the relevant resources and share these with your team, providing a context on why this theme is being shared and what you hope to get out of any subsequent discussions
2. Leaving sufficient time for people to have reviewed the resources schedule a team meeting or 1:1 to discuss reflections on the resources accessed:

What was your key reflection from the resources accessed?  
Is there anything you would like to know more about?  
Has this raised any questions you would like to discuss?  
What implications, if any, does this have for you in your role?  
What implications, if any does this have for us as a team?  
What actions are we going to take as individuals and as a team?

3. Encourage people to think about how they can support themselves and each other.

### Follow Up

Wherever possible bring the group back together 4-6 weeks later (this could be as part of a regular team meeting or set up as a specific short meeting):

1. Ask everyone to look back on their commitment and discuss how they have (or haven't) met that commitment
2. If they have met the commitment: What are they going to do next? (E.g. further action relating to this theme, look at a different theme, support others in the team etc)
3. If they haven't met the commitment: What has prevented them from meeting their commitment? What can they realistically commit to now?
4. If applicable, schedule another meeting to follow up

*Go to the Learning & Organisation Development webpages for more information on the Thematic support available.*