

Management competencies for preventing and reducing stress at work

Management Standard	Competency	Examples of positive manager behaviour	Examples of negative manager behaviour
Demands	Managing workload and resources	<ul style="list-style-type: none"> • bringing in additional resource to handle workload • aware of team members' ability • monitoring team workload • refusing to take on additional work when team is under pressure 	<ul style="list-style-type: none"> • delegating work unequally to team • creating unrealistic deadlines • showing lack of awareness of how much pressure team are under • asking for tasks without checking workload first
Demands	Dealing with work problems	<ul style="list-style-type: none"> • following through problems on behalf of employees • developing action plans • breaking problems down into parts • dealing rationally with problems 	<ul style="list-style-type: none"> • listening but not resolving problems • being indecisive about decisions • not taking problems seriously • assuming problems will sort themselves out
Demands	Process planning and organisation	<ul style="list-style-type: none"> • reviewing processes to see if work can be improved • asking themselves 'could this be done better?' • prioritising future workloads • working proactively 	<ul style="list-style-type: none"> • not using consistent processes • sticking too rigidly to rules and procedures • panicking about deadlines rather than planning
Control	Empowerment	<ul style="list-style-type: none"> • trusting employees to do their work • giving employees responsibility • steering employees in a direction rather than imposing direction 	<ul style="list-style-type: none"> • managing 'under a microscope' • extending so much authority employees feel a lack of direction • imposing 'my way is the only way'
Control	Participative approach	<ul style="list-style-type: none"> • provides opportunity to air views • provides regular team meetings • prepared to listen to employees • knows when to consult employees and when to make a decision 	<ul style="list-style-type: none"> • not listening when employee asks for help • presenting a final solution • making decisions without consultation
Control	Development	<ul style="list-style-type: none"> • encourages staff to go on training courses • provides mentoring and coaching • regularly reviews development • helps employees to develop in role 	<ul style="list-style-type: none"> • refuses requests for training • not providing upward mobility in the job • not allowing employees to use their new training

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Management competencies for preventing and reducing stress at work (continued)

Management Standard	Competency	Examples of positive manager behaviour	Examples of negative manager behaviour
Support	Accessible/visible	<ul style="list-style-type: none"> communicating that employees can talk to them at any time having an open-door policy making time to talk to employees at their desks 	<ul style="list-style-type: none"> being constantly at meetings/away from desk saying 'don't bother me now' not attending lunches or social events
Support	Health and safety	<ul style="list-style-type: none"> making sure everyone is safe structuring risk assessments ensuring all health and safety requirements are met 	<ul style="list-style-type: none"> not taking health and safety seriously questioning the capability of an employee who has raised a safety issue
Support	Feedback	<ul style="list-style-type: none"> praising good work acknowledging employees' efforts operating a no-blame culture passing positive feedback about the team to senior management 	<ul style="list-style-type: none"> not giving credit for hitting deadlines seeing feedback as only 'one way' giving feedback that employees are wrong just because their way of working is different
Support	Individual consideration	<ul style="list-style-type: none"> provides regular one-to-ones flexible when employees need time off provides information on additional sources of support regularly asks 'how are you?' 	<ul style="list-style-type: none"> assuming everyone is okay badgering employees to tell them what is wrong not giving enough notice of shift changes no consideration of work-life balance
Relationships	Managing conflict	<ul style="list-style-type: none"> listening objectively to both sides of the conflict supporting and investigating incidents of abuse dealing with conflict head on following up on conflicts after resolution 	<ul style="list-style-type: none"> not addressing bullying trying to keep the peace rather than sort out problems taking sides not taking employee complaints seriously
Relationships	Expressing and managing own emotions	<ul style="list-style-type: none"> having a positive approach acting calmly when under pressure walking away when feeling unable to control emotion apologising for poor behaviour 	<ul style="list-style-type: none"> passing on stress to employees acting aggressively losing temper with employees being unpredictable in mood
Relationships	Acting with integrity	<ul style="list-style-type: none"> keeps employee issues private and confidential admits mistakes treats all employees with same importance 	<ul style="list-style-type: none"> speaks about employees behind their backs makes promises, then doesn't deliver makes personal issues public

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Management competencies for preventing and reducing stress at work (continued)

Management Standard	Competency	Examples of positive manager behaviour	Examples of negative manager behaviour
Relationships	Friendly style	<ul style="list-style-type: none"> ♦ willing to have a laugh and a joke ♦ socialises with team ♦ brings in food and drinks for team ♦ regularly has informal chats with employees 	<ul style="list-style-type: none"> ♦ criticises people in front of colleagues ♦ pulls team up for talking/laughing during working hours ♦ uses harsh tone of voice when asking for things
Role and change	Communication	<ul style="list-style-type: none"> ♦ keeps team informed of what is happening in the organisation ♦ communicates clear goals and objectives ♦ explains exactly what is required 	<ul style="list-style-type: none"> ♦ keeps people in the dark ♦ holds meetings 'behind closed doors' ♦ doesn't provide timely communication on organisational change
Other	Taking responsibility	<ul style="list-style-type: none"> ♦ 'leading from the front' ♦ steps in to help out when needed ♦ communicating 'the buck stops with me' ♦ deals with difficult customers on behalf of employees 	<ul style="list-style-type: none"> ♦ saying 'it's not my problem' ♦ blaming the team if things go wrong ♦ walking away from problems
Other	Knowledge of job	<ul style="list-style-type: none"> ♦ able to put themselves in employees' shoes ♦ has enough expertise to give good advice ♦ knows what employees are doing 	<ul style="list-style-type: none"> ♦ doesn't have the necessary knowledge to do the job ♦ doesn't take time to learn about the employee's job
Other	Empathy	<ul style="list-style-type: none"> ♦ takes an interest in employees' personal lives ♦ aware of different personalities and styles of working within the team ♦ notices when a team member is behaving out of character 	<ul style="list-style-type: none"> ♦ insensitive to people's personal issues ♦ refuses to believe someone is becoming stressed ♦ maintains a distance from employees – 'us and them'
Other	Seeking advice	<ul style="list-style-type: none"> ♦ seeks help from occupational health when necessary ♦ seeks advice from other managers with more experience ♦ uses HR when dealing with a problem 	♦ n/a