

**Focus on managers' well-being**

**Introduction tool**  
to Strengthen managers' well-being and performance



**BFA** Branche Fællesskab Arbejdsmiljø Velfærd og Offentlig administration

**Strengthen managers' dialogue with their line manager**

**Tool 1**  
in Strengthen managers' well-being and performance



**BFA** Branche Fællesskab Arbejdsmiljø Velfærd og Offentlig administration

**Sharpen up management team collaboration**

**Tool 2**  
in Strengthen managers' well-being and performance



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**Create an overall plan for managers' well-being**

**Tool 3**  
in Strengthen managers' well-being and performance



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**Sparring in networks for managers**



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**Sparring in networks for managers in private practice**



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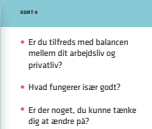
**Dialogue cards**  
on managers' well-being



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**WBT 4**

- Er du tilfreds med balancen mellem dit arbejdsliv og privatliv?
- Hvad fungerer især godt?
- Er der noget, du kunne tænke dig at ændre på?



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**WBT 4**



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# Strengthen managers' well-being and performance – overview of dialogue tools

# Focus on managers' well-being

## Introduction tool

to Strengthen managers' well-being and performance



Branchefællesskab  
Arbejdsmiljø  
Velfærd og Offentlig administration



# Introduction tool: Focus on managers' well-being

**Step 1**  
Knowing about well-being for managers

**Step 2**  
Anchoring methods

**Step 3**  
Tools for getting started

## Three tools for getting started

I kan arbejde for at styrke lederens relationer med disse tre værktøjer:



### Værktøj 1

Styrk lederens dialog med nærmeste leder

- Sæt fokus på fokus på mål og trivsel



### Værktøj 2

Skærp ledergruppens samarbejde

- Sæt spot på jeres trivsel og resultater



### Værktøj 3

Skab en samlet plan for ledertrivsel

- Sæt fokus på jeres virksomhed og resultater

## Roles and responsibilities in managers' well-being

I forhold til lederes trivsel kan det være særligt vigtigt at afklare roller og ansvar i organisationen og på de forskellige ledelsesniveauer. De er fremstillet her på siden.

**Hvad gør vi allerede som støtter lederes trivsel hos os?**  
**Hvem kan gøre hvad for at sikre en bedre balance og ledertrivsel fremover?**

### Roller

#### Topledelsen

- Tage ansvar for lederens psykiske arbejdsmiljø
- Tage funktionen som rollemodel alvorligt
- Understøtte, at lederne passer på sig selv og hinanden
- Efterpasse ledende status, og stille ressourcer til rådighed

#### HR og interne konsulenter

- Understøtte lederens psykiske arbejdsmiljø
- Synliggøre, hvordan det kan løses i organisationen
- Sikre, at der er kapacitet til at implementere beslutninger om lederens psykiske arbejdsmiljø

#### MED eller SU & AMO

- Indgå i samarbejdet om at sikre og løfte lederens psykiske arbejdsmiljø på arbejdspladsen
- Se det i sammenhæng med det samlede fokus på arbejdsmiljøet i organisationen

#### Ledere af ledere

- Pas godt på ledere i din del af organisationen og på dig selv
- Vær bevidst om din funktion som rollemodel
- Sørg for at kommunikere klart om prioriteringer og forventninger
- Lyt til ledere og organisationen

#### Ledere af medarbejdere

- Har ansvar for at skabe resultater og trivsel i din egen enhed
- Pas på dig selv og se på, hvordan du bidrager til en god ledelseskultur
- Vær opmærksom på egne medarbejdere og især på nøglemedarbejdere, der står i en uformel lederrolle

## Model for managers' well-being

## Demands and resources

### Belastninger

- Krydspress
- Forventninger vs ressourcer
- Udvikling vs drift
- Planlægning vs fleksibilitet
- Forskellige interessenter og aktører
- Stor arbejdsområde og grænsebløshed
- Høj kompleksitet
- Vanskeligt relationsarbejde



### Ressourcer

- Indflydelse og autonomi
- Motiverende udfordringer og kompleksitet
- Klart ledelsescum
- Psykologisk tryghed og tillid
- Restitution og refleksion
- Støtte og sparring
- Godde relationer, især til nærmeste leder, ledergruppe og til egne medarbejdere

# Survey: What do we know about managers' working environment?

Managers' working environments have recently attracted interest/research, and as yet there is no systematic overview. But a recent Danish study shows that:

- **Cross-pressure:** Managers have to achieve results in a context sometimes characterised by heavy cross-pressure between, for example, multiple demands, limited time and high expectations from managers themselves and from those around them.
- **Managers' relationships** are crucial for their well-being and results. The tools focus on the most important issue: The relationship with yourself as a manager and your line manager, with the management team and with the company.
- **Four important themes** for managers are influence and autonomy, mental security and trust, the need for recovery and reflection and support for managers.
- **There is a connect** between the mental health environment for managers and the rest of the workplace. The study shows that managers often feel they are alone in dealing with pressures to the potential detriment of them and the rest of the organisation.

The most important results of the survey are presented on the following pages.  
To see the whole survey in Danish, visit [godtarbejds miljo.dk/lederundersogelse](https://godtarbejds miljo.dk/lederundersogelse)



# General model for well-being

## Balance – demands and resources

Although managers' conditions and working environment are in some ways different from those of employees, many of the same principles apply. So you can also use the same basic understanding and models.

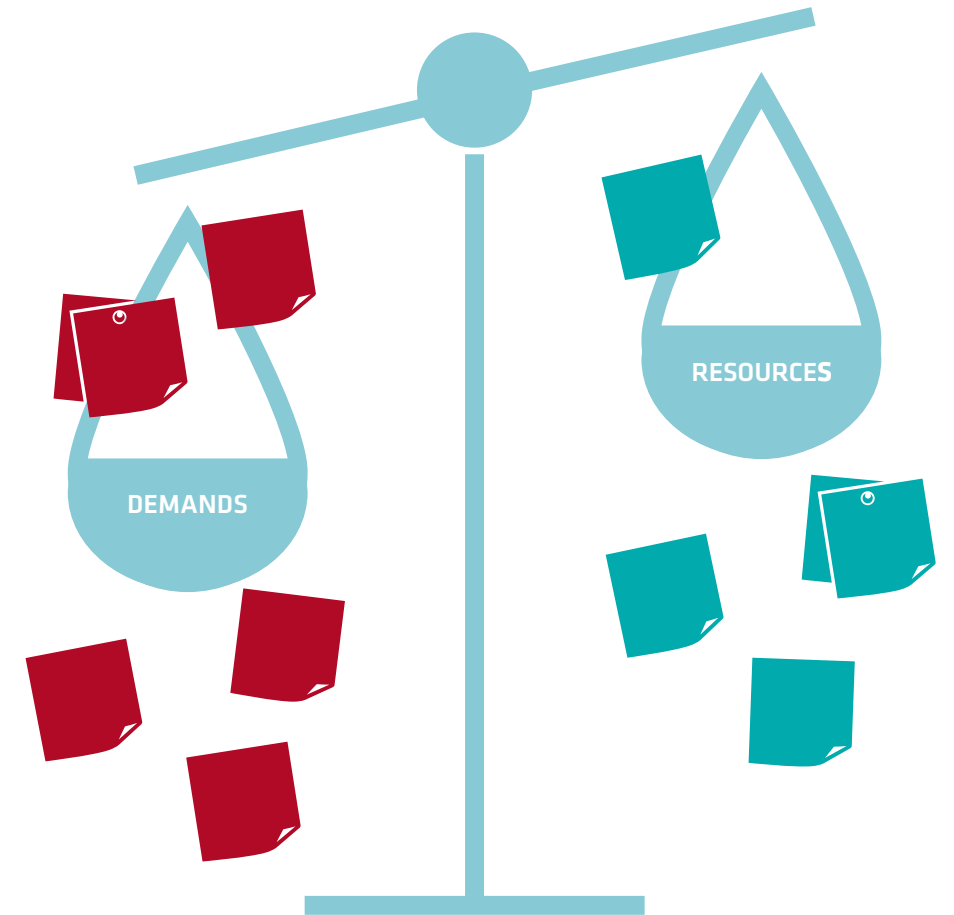
Here we show the Balance as a basic way of understanding the working environment as a balance between demands and resources.

The Balance illustrates a good mental health environment as a balance between demands and resources.

When wishing to ensure a good balance, it is important that the two sides fit together so that resources are sufficient in relation to the amount as well as the nature of workload.

In the event of imbalance, check:

- What demands could be alleviated?
- What additional resources could be provided?



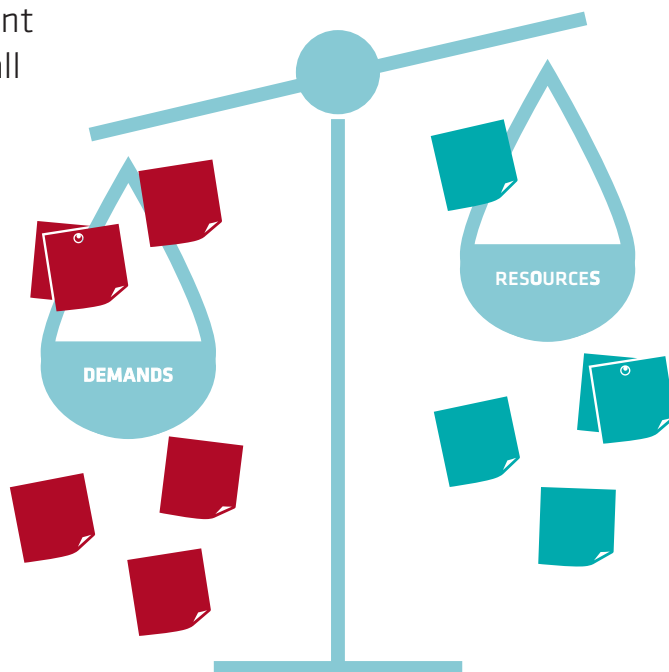
# General model for well-being

## Balance – demands and resources

There is good, research-based knowledge of the demands and resources described on this slide and they are highly significant of the mental working environment for all types of employee.

### **Demands**

- Unrealistic demands
- Unclear demands and roles
- Major or repeated changes
- High level of complexity
- Difficult collaboration
- Difficult working relationships



On the next slides, we focus on what we know about managers' well-being, and then revert to what the balance looks like for managers.

### **Resources**

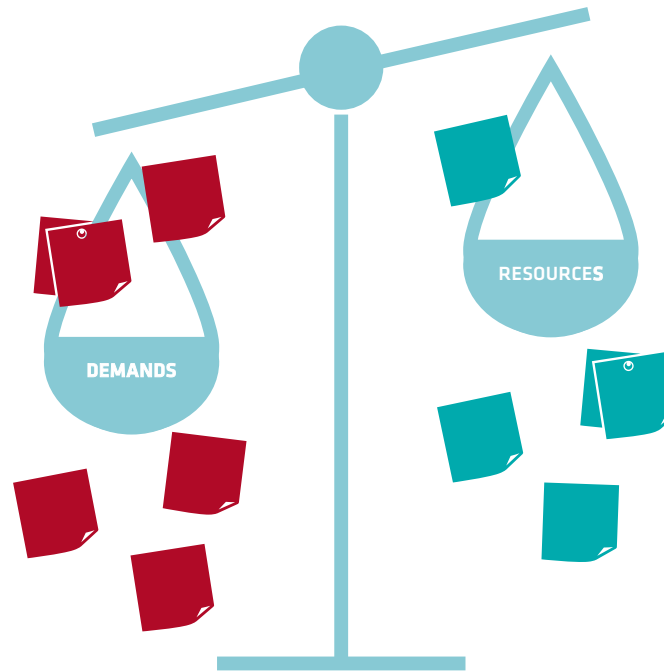
- Meaning
- Predictability
- Influence
- Social and managerial support
- Recognition

## Model for managers' well-being

# Demands and resources for managers

### Demands

- Cross-pressures
  - Expectations vs resources
  - Development vs operations
  - Planning vs flexibility
  - Different stakeholders and players
- Heavy workload and lack of limits
- High level of complexity
- Difficult working relationships



### Resources

- Motivating challenges and complexity
- Influence and autonomy
- Trust and psychological safety
- Recovery and reflection
- Support and sparring
- Good relationships, especially with:
  - line managers
  - management teams
  - own employees

From demands to constructive cross-pressure

# The importance of the managers' relations

As a manager, you are surrounded by many different relationships – as shown in the figure here. All relationships are important, both for dealing with management duties and for the manager's working environment and well-being.

For example, the relationship with one's own team and employees can be important, partly as a resource both relationally and with respect to delegation of important tasks and co-responsibility. And partly in the form of the demands and strains that come with employees' often different expectations of management style and frameworks, and with tasks in personnel management that sometimes challenge relationships and impose great emotional demands on the manager.

The survey of managers' working environments shows that when it comes to the working environment and well-being, it is especially the relationship between managers themselves and their line manager and the relationship with their own management team that are immediately important, while the organisation as a whole has an impact in the broader context, dynamics and culture in which managers operate and must thrive.





# Roles and responsibilities in managers' well-being

With respect to the well-being of managers, it can be particularly important to clarify roles and responsibilities in the organisation and at the various management levels. They are presented on this slide.

**What are we already doing to support our managers?**

**Who can do what to ensure a better balance and manager well-being in future?**

## Roles

## Responsibilities

### Top Management

- Take responsibility for managers' mental working environment.
- Take acting as role models seriously
- Support managers in looking after themselves and each other
- Regular status reports and make resources available

### HR & internal consultants

- Provides support for managers mental working environment.
- Visibility for how this can be promoted in the organisation.
- Ensure there is capacity for implementing decisions on managers' mental working environments.

### Employer and employee collaboration forums

- Involve in working to ensure and promote managers' mental health in the workplace.
- See this as part of the overall focus on the organisation's working environment.

### Line managers

- Take good care of managers in your part of the organisation and also yourself.
- Be aware of your function as a role model.
- Ensure clear communication on priorities and expectations.
- Listen to managers and the organisation.

### Senior managers

- Responsible for generating results and well-being in your own unit.
- Take care of yourself and consider how you contribute to a good management culture.
- Be aware of your staff and especially key personnel operating in key managerial roles.

# Three tools for getting started

You can work on strengthening management relations with these three tools:



**Tool 1**  
Strengthen managers' dialogue with their line manager  
– Focus on goals and well-being



**Tool 2**  
Sharpen up management team collaboration  
– Focus on well-being and performance



**Tool 3**  
Create an overall plan for managers' well-being  
– Focus on your business and results

# Strengthen managers' dialogue with their line manager

## Tool 1

in Strengthen managers'  
well-being and performance



Branchen  
Fællesskab  
Arbejdsmiljø  
Velfærd og Offentlig administration

Up to  
own line  
manager



In  
towards  
yourself

# Tool 1: Strengthen managers' dialogue with their line manager

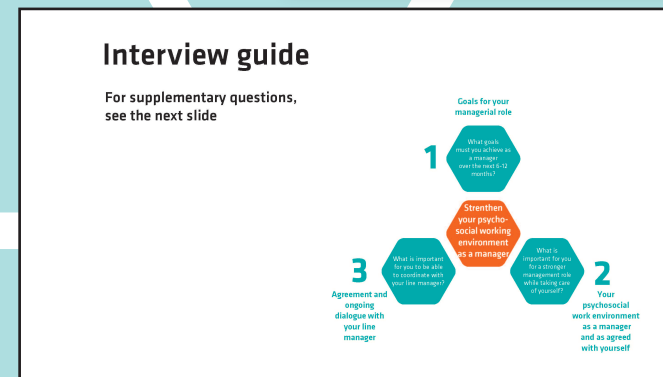
**Agreement with yourself and with your line manager**

<b>1. Goals for your managerial role</b> What goals do you have for being a successful manager over the next 6-12 months?	<b>2. Your psychosocial environment</b> What is important to you to strengthen your mental working environment while taking good care of yourself?	<b>3. Agreement and ongoing dialogue with your line manager</b> What is important for you as a manager to coordinate with your line manager to support your mental working environment?
	<b>2. Agreement with yourself</b> What agreements have you made with yourself for taking good care of yourself as a manager? When and how do you follow up?	<b>3. Agreement with your line manager</b> What agreements have you made with your line manager? When and how do you follow up?

**Supplementary questions - take notes on next slide**

<b>1. Goals for your managerial role</b> <ul style="list-style-type: none"><li>What are the most important goals for your management duties for the next 6-12 months? From a 360-degree viewpoint, how successful do you expect to be? Use the figure to get all the way around.</li><li>How do you ensure that your goals are right and that they are realistic? Who can help you with that?</li><li>What can help you stay focused on, and prioritise, your goals?</li><li>Where do you need to strengthen prioritisation in relation to your management duties?</li><li>Where can you get support and help to succeed with your goals?</li></ul>	<b>2. Your psychosocial work environment as a manager and as agreed with yourself</b> <ul style="list-style-type: none"><li>What is important to you to strengthen your management duties while also taking good care of yourself?</li><li>What boundaries do you need to set for your work? How can you strengthen your work-life balance?</li><li>How do you best handle your responsibilities as a role model?</li><li>What agreements do you want to make with yourself? For example, about answering emails outside normal working hours.</li><li>What two to three points would you like to discuss with your line manager? What do you expect to get out of that conversation?</li></ul>	<b>3. Agreement and ongoing dialogue with your line manager</b> <ul style="list-style-type: none"><li>What is important for you to coordinate with your line manager to support your mental health?</li><li>How could you best ensure ongoing clarification of your management duties?</li><li>How often do you speak briefly with your line manager? For example, every fortnight.</li><li>Where could your line manager provide support for you? How could you support your mutual trust and opinion formation, such as by regularly matching expectations?</li><li>Where can you get support, help and sparring when you experience pressure, e.g. lack of time for your work? How could your line manager support you in this?</li><li>Who else could support you in being a successful manager and taking care of yourself?</li><li>If you find it difficult to work with your line manager, make sure you get advice and help in handling the relationship.</li></ul>
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Slide 14



**Step 3**  
Dialogue  
with the line  
manager

**Step 2**  
Managers'  
own executive  
contract

**Step 1**  
Interview  
guide

# Interview guide

For supplementary questions,  
see the next slide



# Supplementary questions – take notes on next slide



## 1. Goals for your managerial role

- What are the most important goals for your management duties for the next 6-12 months? From a 360-degree viewpoint, how successful do you expect to be? Use the figure to get all the way around.
- How do you ensure that your goals are right and that they are realistic? Who can help you with that?
- Who can help you stay focused on, and prioritise, your goals?
- Where do you need to strengthen prioritisation in relation to your management duties?
- Where can you get support and help to succeed with your goals?



## 2. Your psychosocial work environment as a manager and as agreed with yourself

- What is important to you to strengthen your management duties while also taking good care of yourself?
- What boundaries do you need to set for your work? How can you strengthen your work-life balance?
- How do you best handle your responsibilities as a role model?
- What agreements do you want to make with yourself? For example, about answering emails outside normal working hours.
- What two to three points would you like to discuss with your line manager? What do you expect to get out of that conversation?



## 3. Agreement and ongoing dialogue with your line manager

- What is important for you to coordinate with your line manager to support your mental health?
- How could you best ensure ongoing clarification of your management space?
- How often do you speak briefly with your line manager? For example, every fortnight.
- Where could your line manager provide support for you? How could you support your mutual trust and opinion formation, such as by regularly matching expectations?
- Where can you get support, help and sparring when you experience pressure, e.g. lack of time for your work? How could your line manager support you in this?
- Who else could support you in being a successful manager and taking care of yourself?
- If you find it difficult to work with your line manager, make sure you get advice and help in handling the relationship.

# Agreement with yourself and with your line manager



## 1. Goals for your managerial role

What goals do you have for being a successful manager over the next 6-12 months?



## 2. Your psychosocial environment

What is important to you to strengthen your mental working environment while taking good care of yourself?



## 3. Agreement and ongoing dialogue with your line manager

What is important for you as a manager to coordinate with your line manager to support your mental working environment?

## 2. Agreement with yourself

What agreements have you made with yourself for taking good care of yourself as a manager? When and how do you follow up?

## 3. Agreement with your line manager

What agreements have you made with your line manager? When and how do you follow up?

# Example of agreement made with yourself and your line manager



## 1. Goals for your managerial role

What goals do you have for being a successful manager over the next 6-12 months?

- *I will focus especially on supporting implementation of the IT project and the project for better quality in our core tasking.*
- *Focus on key performance indicators for operations. Follow-up on management reporting.*
- *Start-up, recruitment and development of flexible work processes for team 12.*



## 2. Your psychosocial work environment

What is important to you to strengthen your mental working environment while taking good care of yourself?

- *That I can spar with my management colleagues, both inside and outside the department*
- *That I have a trusting relationship with my line manager*
- *That I have undisturbed time*
- *That I continue to have my management space and responsible freedom of action*
- *That I can take time off when I have time off, and so recharge*



## 3. Agreement and ongoing dialogue with your line manager

What is important for you as a manager to coordinate with your line manager to support your mental working environment?

- *Currently, I have chosen to put focus especially on prioritisation in my dialogue with my line manager. We bring this up at status report meetings every week.*
- *I need for us to talk openly about mutual trust when necessary*

## 2. Agreement with yourself

What agreements have you made with yourself for taking good care of yourself as a manager? When and how do you follow up?

- *I will be proactive on cases in the coming quarter and update my to-do schedule every week*
- *I include breaks for myself*
- *I check email four times a day*
- *Every day, I tick off on a note on my desk whether I have stuck to it that day*

## 3. Agreement with your line manager

What agreements have you made with your line manager? When and how do you follow up?

- *We discuss and prioritise the most important issues at our weekly meetings*
- *We discuss the difficult cases to ensure that we are aligned and maintain mutual confidence*
- *We follow up on how things are going in the last 5 minutes of each meeting – and have more detailed follow-up in our quarterly meetings*



# Comments on the tool

## **Important to have a common framework**

The best thing was that we got a common framework for understanding what we were going to talk about. And with questions that keep you on track so we don't drift off.

*Municipal manager*

## **Finally me as a leader in the centre!**

Finally, a tool that makes it ME who is at the centre. I get the opportunity to say what I need – where the focus is not on everything else or on compromises.

*Municipal manager*

## **Important to be able to share with managers**

We often have good intentions about what each of us wants to do better. It is important to have a manager to share and maintain the good intentions, so that you are not left standing alone with them.

*Municipal manager*

## **Space for reflecting on one's own practices**

The tool forced me - in a really good way - to reflect on my own everyday life and my own practices. It helps to make it proper as a leader to be open about the pressures that rest on one.

*Manager, regional workplace*

## **Strong sparring tool**

The tool provided excellent sparring with my line manager. I became aware that in my dialogues, I need to take more of a helicopter view and focus more on myself and my leadership.

*Branch Manager, Financial Sector*

# Sharpen up management team collaboration

## Tool 2

in Strengthen managers'  
well-being and performance

As part of  
management



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# Tool 2: Sharpen up management team collaboration

## Step 1 Preparation

## Step 2 Dialogue

## Step 3 Agreement on collaboration and next steps

### Agenda for dialog i ledelsesgruppen

**1. Sæt sammen for mødet**  
(10-15 minutter)

- Formålet med mødet er at styrke ledelsesgruppen: I vil understøtte jeres fælles resultater og skabe et godt psykisk arbejdsmiljø i ledergruppen og for den enkelte leder.
- I har sat 2 timer af til mødet.
- Gennemgå agendaen og giv plads til evt. kommentarer.

**2. Lyt til hinanden**  
(15-30 minutter)

- I deler hver især de 2-3 vigtigste spørgsmål fra jeres forberedelse. Fortæl, hvorfor og hvordan I mener det er vigtigt for jeres fælles resultater og trivsel. Sæt dem derefter ind i prioriteringskortet.
- Dan jer et fælles overblik over, hvad der er vigtige temaer for jer.
- Forstå hinandens perspektiver. Vent med at gå i detaljen til næste punkt.

**3. Skab fokus**  
(45-60 minutter)

- Udvælg de temaer fra punkt 2, I vil prioritere at tale om på mødet. Tal om hvad kriterierne er for jeres valg – hvorfor disse spørgsmål er vigtigst lige nu.
- Afklar spørgsmålene i den lysegrønne boks for hvert prioriteret tema.
- Sørg for alle kommer til orde.
- Husk at afslutte, hvad der sker med de temaer I ikke prioriterer.
- Hvad forstås i ved temaet, I har fokus på?**
- Hvædet felt placerer I det på i prioriteringskortet? Hvorfor?**
- Hvad kan I gøre for, at I lykkes bedre med det?**

**4. Indgå aftaler fra mødet**  
(20-30 minutter)

- Aftal for hvert tema i punkt 3, hvad I ønsker at arbejde hen imod, og hvem der gør hvad.
- Sørg for afslutningen. Hvordan I følger op, og hvornår I taler sammen igen.
- Slut af med en kort runde om, hvad I hver især tager med fra mødet.

### Prioritation Schedule – sæt jeres svar på spørgsmålene ind i skemaet



### Preparation: Spørgsmål til at styrke ledelsesgruppen

#### Resultater

- ☐ **1. KLARE MÅL**  
Lederne kender ledergruppens mål, og de resultater den skal skabe.
- ☐ **2. PRIORITERING**  
Ledergruppen bruger sin tid på de rigtige sager og opgaver.
- ☐ **3. RESULTATER**  
Ledergruppen skaber resultater i sagerne og bidrager positivt til organisationen.
- ☐ **4. GODDESLUTNINGER**  
Ledergruppen træffer beslutninger, som er til gavn for organisationen.
- ☐ **5. IMPLEMENTERING**  
Ledergruppen bidrager til at implementere de beslutninger, den træffer.
- ☐ **6. ENGAGEMENT**  
Lederne er engageret i ledergruppen og i at indfri ledergruppens mål.
- ☐ **7. TRØD PÅ GRUPPEN**  
Lederne i gruppen tror på gruppens evne til at skabe gode resultater.
- ☐ **8. LEDELSE AF GRUPPEN**  
Lederen af ledergruppen sørger for, at ledergruppen fungerer effektivt.
- ☐ **9. HØJDEFORBEREDELSE**  
Lederne er tilstrækkeligt forberedt til ledermøderne, og det skriftlige sagsmateriale er af høj kvalitet.
- ☐ **10. RIGTIGE SAGER**  
Det fremgår klart, hvad formålet er med at tage en sag op i ledelsen.

#### Samarbejde

- ☐ **11. LÆRING AF FÆL**  
Ledergruppen kan tale åbent om fejl og lærer af fejlene.
- ☐ **12. TILLID OG TRYKKEDE**  
Lederne har tillid til hinanden og føler sig trykket ved at tage ansvar i ledergruppen.
- ☐ **13. MOTIVATION OG LÆRING**  
Lederne i gruppen oplever det som motiverende og udviklende at deltage i ledergruppens arbejde.
- ☐ **14. GOD OPGAVERKONFLIKT**  
Lederne giver åbent udtryk for deres synspunkter under dialogen i gruppen.
- ☐ **15. FOKUS I DIALOGEN**  
Ledergruppens medlemmer holder sig til sagen under dialogen i gruppen.
- ☐ **16. FRI FOR SKJULTE DAGSORDENER**  
Ledergruppen er god til at udtale 'skjulte dagsordener' og får i stedet tale åbent sammen.
- ☐ **17. GODT SAMARBEJDE**  
Medlemmerne samarbejder godt med hinanden.
- ☐ **18. OPGAVER FOR LEDELSESGRUPPEN**  
Gruppen starter hinanden i at sætte grænser for ledelsesopgaver, fx med rimelige deadlines.
- ☐ **19. GOD INFORMATION**  
Ledergruppen har den information, den behøver for at løse sine opgaver.
- ☐ **20. OPLÆRING**  
Lederne, ledergruppen og særligt nye ledere har adgang til den oplæring og udvikling, de behøver.

# Preparation: Questions for strengthening the management team

*You should assess each theme: How well do you think you are succeeding with it currently – and how important do you think it is for your mental health?*

*Note in the boxes: ÷ = Little. + = Largely.*

*Enter a dash in the box (-), if it is in between Little and Largely.*

*Select the 2-3 most important questions you think the management team needs to work on. Consider using the prioritisation schedule on the next slide to provide your own overview.*

Important

Achieved

## Results

☐☐

### 1. CLEAR GOALS

Managers are aware of the management team's goals and the outcomes it has to achieve.

☐☐

### 2. PRIORISATION

The management team spends its time on the right cases and tasks.

☐☐

### 3. RESULTS

The management team gets results in its cases and contributes positively to the organisation.

☐☐

### 4. GOOD DECISIONS

The management team makes decisions that benefit the organisation.

☐☐

### 5. IMPLEMENTATION

The management team contributes to implementing the decisions it makes.

☐☐

### 6. ENGAGEMENT

Managers are committed to the management team and to meeting the team's goals.

☐☐

### 7. BELIEF IN THE TEAM

The managers on the team believe in their ability to create good results.

☐☐

### 8. MANAGEMENT OF THE TEAM

The leader of the management team ensures that it functions effectively.

☐☐

### 9. MEETING PREPARATION

Managers are adequately prepared for management team meetings, with high quality written documentation.

☐☐

### 10. RIGHT CASES

The aim of taking up a case in the management team is clear.

Important

Achieved

## Collaboration

☐☐

### 11. LEARNING FROM MISTAKES

The management team can talk openly about mistakes and learn from them.

☐☐

### 12. TRUST AND SAFETY

Managers trust each other and feel comfortable taking chances in the team.

☐☐

### 13. MOTIVATION AND LEARNING

Management team members find participation in the management team's work motivational and developmental.

☐☐

### 14. POSITIVE TASK CONFLICT

Managers openly express their views during team discussions.

☐☐

### 15. FOCUS ON THE DIALOGUE

Management team members stay sufficiently on message during team discussions.

☐☐

### 16. NO HIDDEN AGENDAS

The management team is good at avoiding 'hidden agendas' and instead talks openly.

☐☐

### 17. GOOD COLLABORATION

Management team members work well with each other.

☐☐

**18. LIMITS OF MANAGEMENT DUTIES:** Team members support each other in setting boundaries for management tasking, e.g. with reasonable deadlines.

☐☐

### 19. GOOD INFORMATION

The management team has the information it needs to solve its tasks.

☐☐

### 20. TRAINING

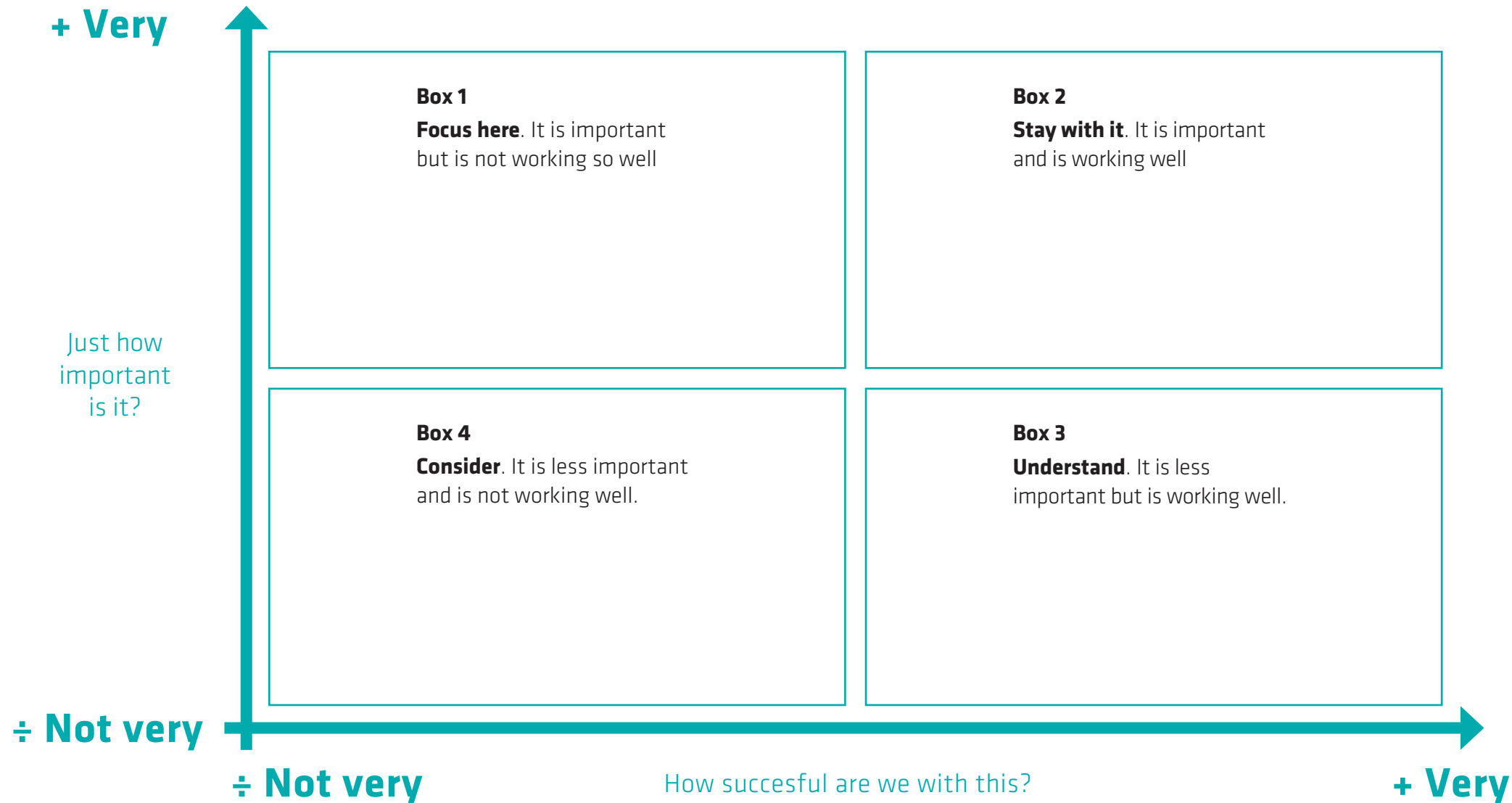
Managers, the management team and especially new managers have access to the training and development they need.

# Prioritisation Schedule

– insert your chosen themes in the boxes

Use the prioritisation schedule to consider together what is particularly important for you to work on right now.

If, for example, “clear goals” are important and are succeeding well, then that should go in Box 2. If they are important but are not succeeding well, that should go in Box 1.



Discuss together:

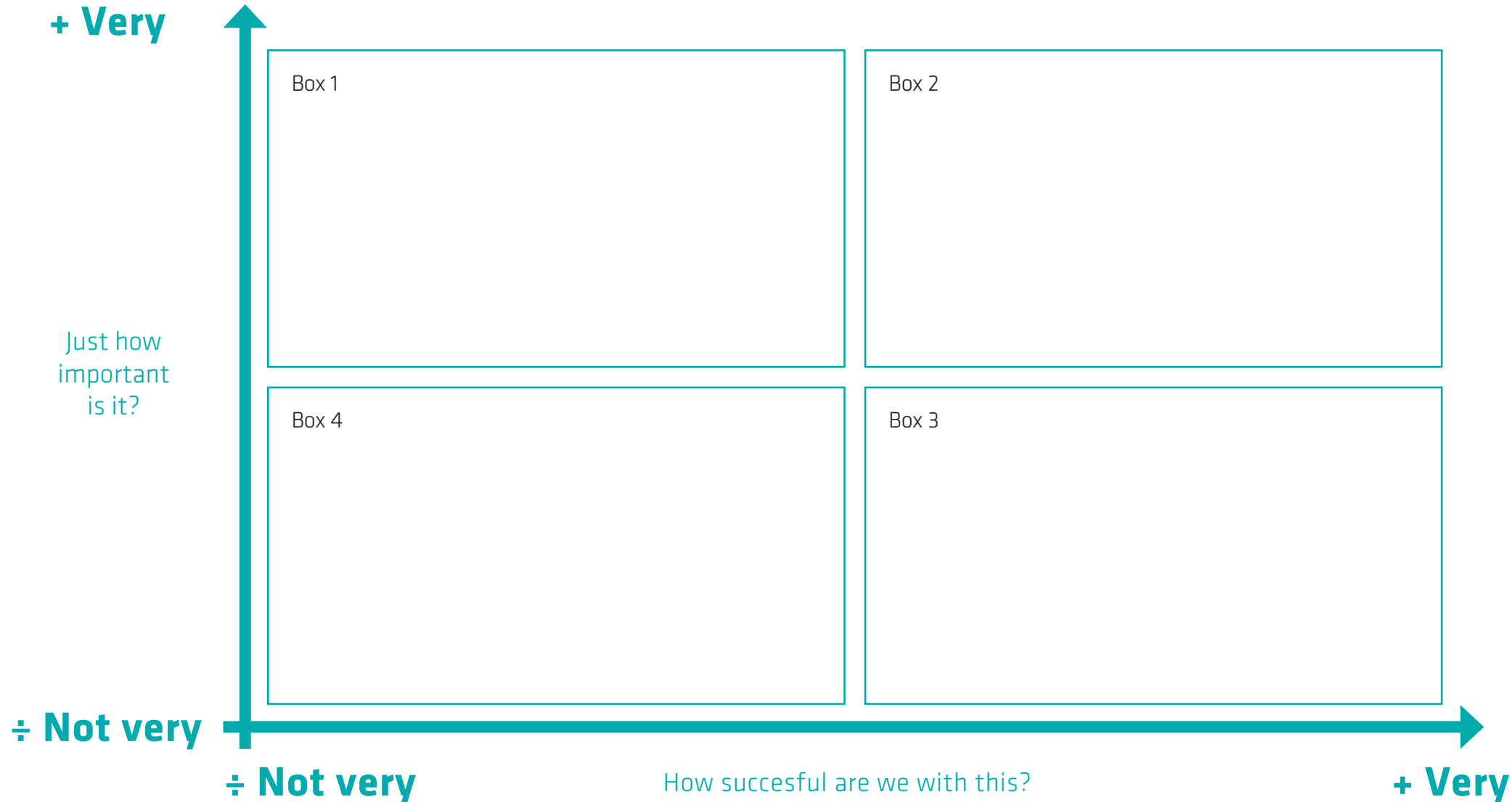
- Why do we think a theme is – or is not so – important? What are our criteria?
- Why do we think we are succeeding well or less well with a theme – what data and information do we have? Do we know enough?
- Finish by choosing 3-5 themes to work on.

# Prioritisation Schedule

– insert your chosen themes in the boxes

*Use the prioritisation schedule to consider together what is particularly important for you to work on right now.*

*If, for example, “clear goals” are important and are succeeding well, then that should go in Box 2. If they are important but are not succeeding well, that should go in Box 1.*



*Note here if important themes should be further escalated in the organisation:*

# Agenda for management team dialogue

## 1. Set the framework for the meeting

(10-15 minutes)

- The purpose of the meeting is to strengthen the management team: You aim to make the management team stronger. You aim to support your joint results and create a good mental working environment in the management team and for individual managers.
- You have set aside 2 hours for the meeting.
- Review the agenda and leave space for any comments.

## 2. Listen to each other

(15-30 minutes)

- You each share the 2-3 most important questions from your preparation. Explain why and how you think they are important for your joint results and well-being. Then put them into the prioritisation schedule.
- Form a general consensus on which themes are important for you.
- Understand each other's perspectives. Wait for the next point to go into detail.

## 3. Focus

(45-60 minutes)

- Select the themes from point 2 that you wish to prioritise for discussion at the meeting. Talk about your criteria for your choice –why these questions are most important right now.
- Specify the questions here for each priority theme:
- **What do you understand about the theme you are focusing on?**
- **Which box should you place it on in the priority schedule? Why?**
- **What can you do to make it more successful?**
- Make sure everyone has their say.
- Remember to agree on what happens to the themes you do not prioritise.

## 4. Make agreements at the meeting

(20-30 minutes)

- For each theme in point 3, agree on what you want to work towards and who does what.
- Make sure you agree on how to follow up and when you should talk to each other again.
- End with a short round about what you will each take away from the meeting.

# Comments on the tool

## Sets an important framework

The tool was a framework for us to talk about possibly difficult or dangerous issues in a safe and harmless way.

*Director, Senior Executive Team  
at regional workplace*

## Provides structure to discussions

One must not underestimate the need sometimes for structured discussions. It helps for everyone to say what they actually think is important.

*Head of Management Team,  
regional workplace*

## Keeps the management team on track

The tool has helped us keep on track: What is it we want to talk about? I like that: It is a good way of making something specific.

*HR-manager, regional workplace*

## Gave three specific focus points

The tool helped us to coordinate our experiences and choose three specific focus points that helped tackle a management issue and strengthen joint management team meetings.

*Area Manager, municipality*

## Result: From group of managers to management group

We have become better at looking at our common goals as a group – and to become more of a management team rather than just a group of managers.

*President and CEO, state*



# Create an overall plan for managers' well-being

## Tool 3

in Strengthen managers' well-being and performance



Branch  
Fællesskab  
Arbejdsmiljø  
Velfærd og Offentlig administration

# Tool 3: Create an overall plan for managers' well-being

## Step 1 Preparation

## Step 2 Qualify most important themes

## Step 3 Specify a plan for managers' well-being

### Preparation: Identify the themes for your plan

1. Hvordan modtager vi nye ledere?
2. Hvordan sikrer vi et godt psykologisk tryk hos ledere?
3. Hvordan sikrer vi sparring?
4. Hvordan sikrer vi ledernes restitution?
5. Hvordan støtter vi nye ledere?
6. Hvordan håndterer vi ledernes sygefravær?
7. Hvordan løfter vi ledernes dialog med samarbejdspartnere?
8. Hvordan løfter vi samarbejdet i ledergruppen?
9. Hvordan får ledere hjælp til at styre deres personlige liv?
10. Hvordan samarbejder ledelsen på tværs?
11. Hvordan støtter vi nye ledere i at påtage sig nye opgaver?
12. Hvordan får ledere hjælp til at håndtere deres egen ledelse?

### Qualify: Kvalificer de 3-5 vigtigste temaer

I skal nu kvalificere jeres 3-5 vigtigste temaer. Det skal gøre jer i stand til i næste trin at lave action cards for hvert tema.

Formålet er fælles at forstå og aftale, hvad I skal gøre indenfor temaet for at styrke ledernes trivsel og resultater.

#### Støttespørgsmål til kvalificering af jeres temaer

Stil følgende spørgsmål til hvert tema for at forstå, hvad I kan gøre. Inddrag viden fra fx lederAPV og jeres samarbejdspartners.

- **Vurdering:** I hvor høj grad lykkes vi med temaet?
- **Erfaringer:** Hvor lykkes vi især godt med temaet? Beskriv erfaringerne fra de steder, der lykkes bedst.
- **Inspiration:** Kender vi andre arbejdspladser, der lykkes godt med temaet? Kan vi bruge dem som inspiration?
- **Ideer og tiltag:** Hvordan kan vi bedst løfte vores arbejde med temaet? Hvilke tiltag skal der til?

Når I har drøftet temaerne, er I klar til at konkretisere dem i action cards. Se de følgende sider.

### Specify: Lav action cards på hvert tema og saml dem i en plan for ledertrivsel

Til sidst skal I konkretisere og samle jeres plan for ledertrivsel og udgive den, så jeres tiltag og tiltal er synlige og let tilgængelige for ledere og resten af arbejdspladsen.

- I starter med at lave et action card for hvert af de prioriterede temaer. Se hvilke punkter det skal indeholde i eksemplet her på siden. Beskriv, hvad der skal gøres, og hvem der gør hvad hvornår.
- Dernæst samler I jeres action cards i en plan for ledertrivsel.
- Udgiv på den mest oplagte kanal (fx intranettet) og fortæl om det i jeres samarbejdsstruktur og på ledermøder.
- Aftal, hvordan I følger op og evaluerer på effekten af tiltag og temaer. Find fx alle ledergrupper meddelelser, hvordan de bruger plan for ledertrivsel og drøft de samlede erfaringer i AMO og topledelse.

#### Action card: Hvordan modtager vi nye ledere?

**Hvor anvendes action cardet?** Aktivere ved rekruttering af nye ledere.

**Hvad er målet?** At nye ledere bliver klar til at tage lederskabet på at modtage nye ledere.

**Hvem er ansvarlig?** Du er som nærmeste leder ansvarlig for at modtage nye ledere.

**Hvor får jeg hjælp som ansvarlig?** Du inddrager HR efter behov.

**Hvad er medarbejdernes rolle?** Du inddrager TR og AMO.

**Hvem har hvilke opgaver?** Gennemgå skemaet for introduktion, bliv inddraget i oplæring af nye ledere, bliv som nærmeste leder værktøj til at sikre en systematisk dialog med den nye leder med fokus på tilvæl og resultater.

**Hvordan følger jeg op som ansvarlig?** Du evaluerer modtagelsen på en samtale med den nye leder 5 uger efter opstart og inddrager øvrige ledere efter behov.

Eksempel på action card - find en version, du kan udgive, på næste side.

# Preparation: Identify the themes for your plan

1. Assess the following themes according to how important they are to you and how successful you are being with them currently.
2. Add any other themes that are also important to you.
3. Use the Prioritisation Schedule on the next slide to select the 3-5 most important ones.

## 1. How do we induct new managers?

How well are new managers equipped for their work?

## 2. How can we ensure trust and psychological safety with managers?

How confident are managers in bringing up problems, doubts or new ideas?

## 3. How can we ensure sparring?

How much access for example do managers to sparring on dilemmas in management tasking?

## 4. How can we ensure managers recharge?

How much access do managers have to short breaks in the working day and to recharge after work?

## 5. How can we spot overloading in managers?

How much focus is there on symptoms of overloading in managers?

## 6. How do we deal with sick leave for managers?

How professionally and systematically is sick leave for managers dealt with?

## 7. How do we raise managers' dialogue with their line manager?

How systematically do we work with management dialogues?  
Possibly find inspiration in Tool 1.

## 8. How do we tackle collaboration in management teams?

How systematically do management teams work on discussing collaboration, wellbeing and results?  
Consider using Tool 2.

## 9. How can managers get help in difficult personnel cases?

How much help and advice can managers get for dealing with difficult personnel cases?

## 10. How does management collaborate across the board?

How successful is management on issues that require collaboration across the board?

## 11. How are managers supported in looking after themselves and each other?

How much focus is there on this, for example in managerial guidance? Do you offer manager networks in the company?

## 12. How do managers get help with respect to their line manager?

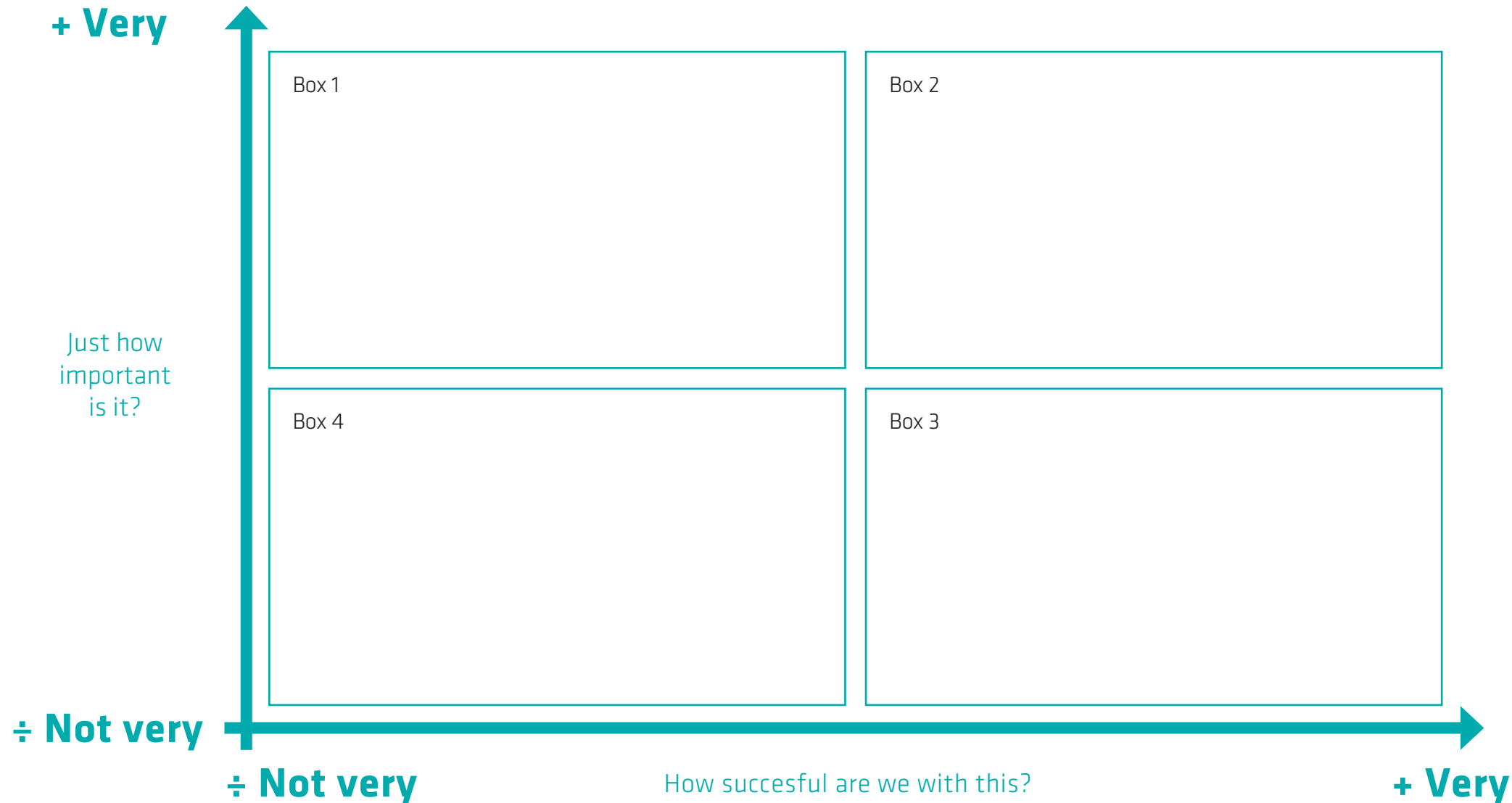
How much help and advice can managers get if there are challenges is working with their line manager?

# Prioritisation Schedule

– insert your chosen themes in the boxes

*Use the prioritisation schedule to consider together what is particularly important for you to work on right now.*

*If, for example, “clear goals” are important and are succeeding well, then that should go in Box 2. If they are important but are not succeeding well, that should go in Box 1.*



*Note here if important themes should be further escalated in the organisation:*

# Qualify: Qualify the 3-5 most important themes

You should now qualify your 3-5 most important themes. This should enable you to create action cards for each theme in the next step.

The purpose is to jointly understand and agree on what you need to do within the theme to strengthen managers' well-being and results.

## Supplementary questions for qualifying your themes

Ask the following questions about each theme to understand what you can do. Include knowledge from the manager's WPA and your collaboration fora:

- **Assesment:** How successful are we with the theme?
- **Experiences:** Where are we particularly successful with this theme? Describe experiences from those places. Could we reinforce and spread them?
- **Inspiration:** Do we know other workplaces doing well with this theme? Could we use them as inspiration?
- **Ideas& initiatives:** What would be the best way for us to do more with this theme? What action should we take?

Once you have discussed the themes, you are ready to specify them in action cards. See the following slides.

# Specify: Make action cards on each topic and compile them into a plan for managers' well-being

Finally, you should specify and compile your plan for managers' well-being and publish it to make it visible and easily accessible to managers and the workplace.

- Start by making an action card for each of the priority themes. See what points it should contain in the example on this slide. Describe what needs to be done and who does what when.
- Next, consolidate your action cards in a plan for managers' well-being.
- Publish them on the most obvious channel (e.g. the intranet) and talk about it in your collaboration committees and at management meetings.
- Agree on how you will follow up and evaluate the effect of initiatives and themes. For example, ask all management teams to report back on how they use the plan for managerial well-being and discuss overall experiences in the health and safety organisation and senior management.

## Action card: How do we induct new managers?

**When is the action card used?:** Activated when recruiting new managers.

**What is the objective:** For new managers to be well prepared for their executive duties so as to ensure their well-being and results.

**Who is responsible:** You as the line manager are responsible for welcoming a new manager.

**As the responsible person, where should I get help:** You involve HR as required.

**What is the role of employee representatives and collaboration forums:** You invite employer and employee representatives to provide input for an induction plan for managers and for their involvement in follow-up.

**Who does what:** Review the induction plan checklist. This would include a description of who should do what. Use Line Management Tool 1 to ensure systematic dialogue with the new manager.

**As the responsible person, how should I provide follow up:** You should assess the induction process in a conversation with the new manager five weeks after he/she starts, and involve other contributors before and after.

*Example of an action card - find a version you can complete on the next slide.*

Action card:

**When is the action card used:**

**What is the objective:**

**Who is responsible:**

**As the responsible person, where should I get help:**

**What is the role of employee representatives and collaboration forums:**

**Who does what:**

**As the responsible person, how should I provide follow up:**

# Checklist before you get started

## 1. Plan the process:

- Consider dividing up the process so that there are a few days between the different steps, e.g. to get information or have choices and decisions confirmed by senior management and other important stakeholders.
- Also consider testing parts of the process on a smaller group of participants to provide an initial indication of the need for themes, questions and information that may arise.

### Is your company large?

Then you could possibly run the first part of prioritisation over several rounds so as to get more input and ownership.

## 2. Meeting management:

- What needs to be done and who does what before the workshop?
- What do you need practically?
- Do you know who does what in management of the workshop?

## 3. Participants and ambassadors:

- Have the right participants been called in so that you can get as far on as possible?
- How should participants prepare beforehand?
- Who should be involved in what you come up with?

### Consider who will participate

It is important that participants have relevant knowledge and can also act as positive culture bearers



# Comments on the tool

## **Managers' well-being is an important issue!**

It is crucial to address managerial well-being with us, because otherwise it may well end up with everyone thinking:

- A manager cannot just call in sick!
- Don't fuss!
- Managers can't just ignore a Monday deadline.

*HR consultant in government agency*

## **On the issue of recharging**

It has been good to focus on the theme in the workshop. I don't think it's a coincidence that it has come up.

*OHS Manager - government agency*

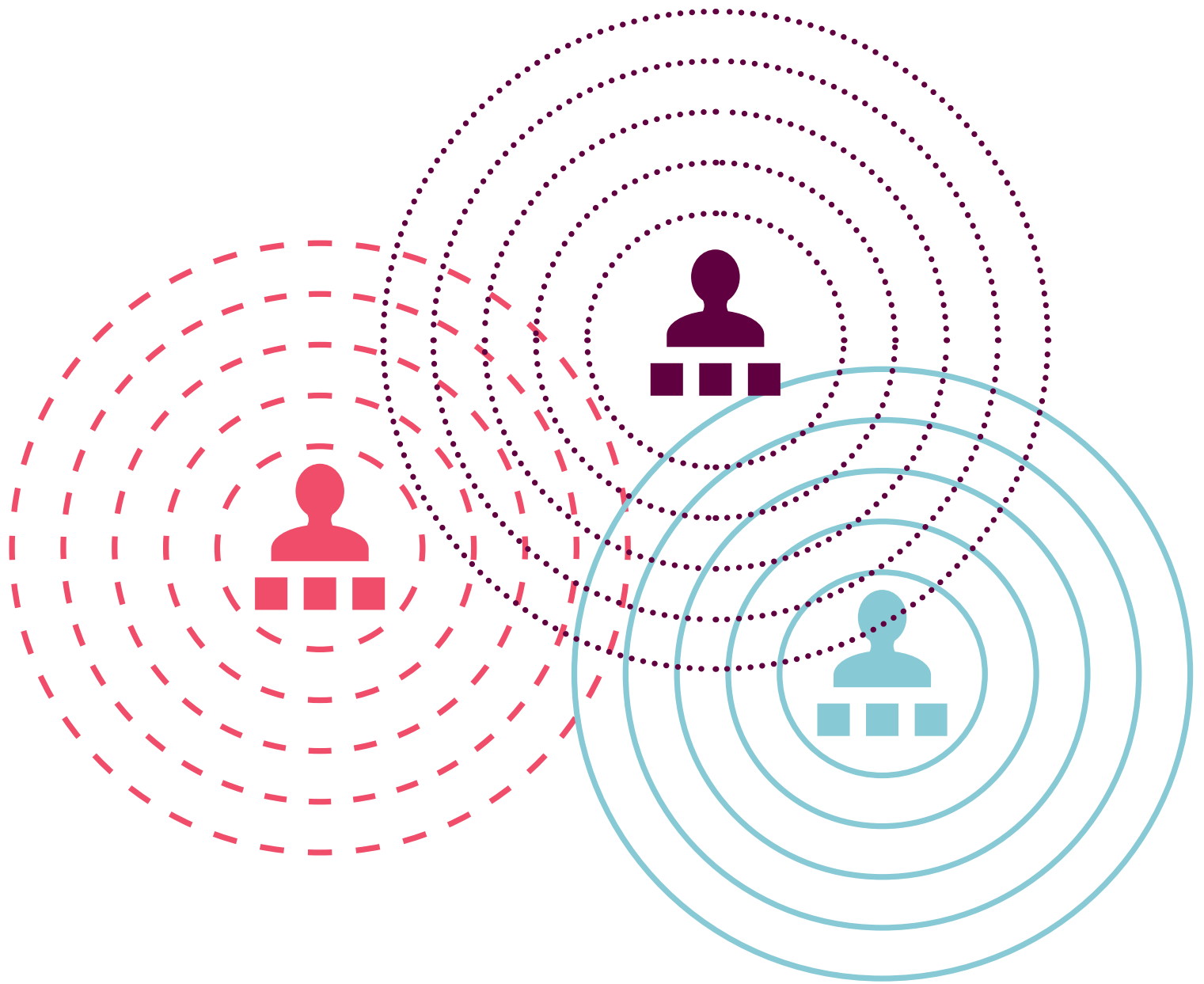
## **When do you reach the goal in leadership?**

It is important to be clear about when is a manager successful.

Is it when you reach your goals?  
Or is it when you cope with other challenges?

This is important in terms of being able to show vulnerability.

*OHS Manager - government agency*



# Sparring in networks for managers



Branche  
Fællesskab  
Arbejdsmiljø  
Velfærd og Offentlig administration

## Ideas for good playing rules in networks

- Confidentiality
- Prioritise meetings
- Put your phone away
- Participate actively and positively
- Be curious about each other's perspectives
- Be open to both sharing and receiving

## Issues you can address in the network

Many different issues can be relevant for a management network. Maybe you already have a lot of topics on the list, maybe a few. For inspiration, here are several issues that have proved valuable to other managers like you:

- What is leadership – and what different leadership roles do we occupy?
- The manager and the organisation – roles, conditions and management space
- Leadership upwards and to the side
- Relationship with my boss
- Collaboration in the management team
- Delegation – what and how
- Feedback and development of employees
- Conflicts and the leadership role
- Difficult conversations
- Work/life balance – how do you make ends meet?
- Sparring on specific and current managerial challenges

”

The fact that everyone is in the same situation just makes it so easy to talk straight out

”

Good to be challenged to reflect on your own leadership.

## Short interviews and questions

Networks are supported by relationships, trust and mutual interest. Especially at the first 2-3 meetings, it is a good idea to spend time getting to know each other. This can be done in many ways – one of them is to arrange small interviews, either 2 x 2 or in small groups of 3 people.

### INSPIRATION FOR QUESTIONS

- Who is your role model as a leader? Why?
- How can you see this in your own management?
- Are you satisfied with your balance between professional work and management in your everyday life?
- What is the most fun thing you have experienced as a manager?
- What are you best at as a manager?
- Is it easy for you to make decisions?
- Who is the best leader you have had? What did it give you as an employee?
- What would surprise your employees to learn about you?
- Which is the best holiday you have had? Why?
- What is your dream?