

Focus on managers' well-being

Introduction tool
to Strengthen managers' well-being and performance



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Strengthen managers' dialogue with their line manager

Tool 1
in Strengthen managers' well-being and performance



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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



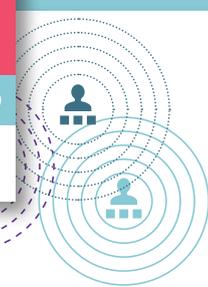
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Sparring in networks for managers



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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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BFA

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



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Velfærd og Offentlig administration

Focus on managers' well-being

Introduction tool

to Strengthen managers'
well-being and performance



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
Skarp ledergruppens samarbejde
- Sæt spot på jeres trivsel og resultater



Værktøj 3
Skab en samlet plan for ledertivsel
- Sæt fokus på jeres virksomhed og resultater

Roles and responsibilities in managers' well-being

I forhold til leders 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 leders trivsel hos os?
Hvem kan gøre hvad for at sikre en bedre balance og ledertivsel fremover?**

Roller

Ansvar

Topledelsen

- Tage ansvar for ledernes psykiske arbejdsmiljø
- Tage funktionen som rollemodel alvorligt
- Understøtte, at ledere passer på sig selv og hinanden
- Efterse jeres ledende status, og stille ressourcer til rådighed

HR og interne konsulenter

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

MED eller SU & AMO

- Indgå i samarbejdet om at sikre og løfte leders 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 bevist 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 den egen enhed
- Pas på dig selv og sørg på, hvordan du bidrager til en god ledelsekultur
- Vær opmærksom på egne medarbejdere og især på nøglemedarbejdere, der står i en uformel ledelserolle

Model for managers' well-being Demands and resources

Belastninger

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



Ressourcer

- Indflydelse og autonomi
- Motiverende udfordringer og kompleksitet
- Klart ledelsesansvar
- Psykologisk tryghed og tillid
- Restitutions og refleksion
- Støtte og sparring
- Gode 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



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.

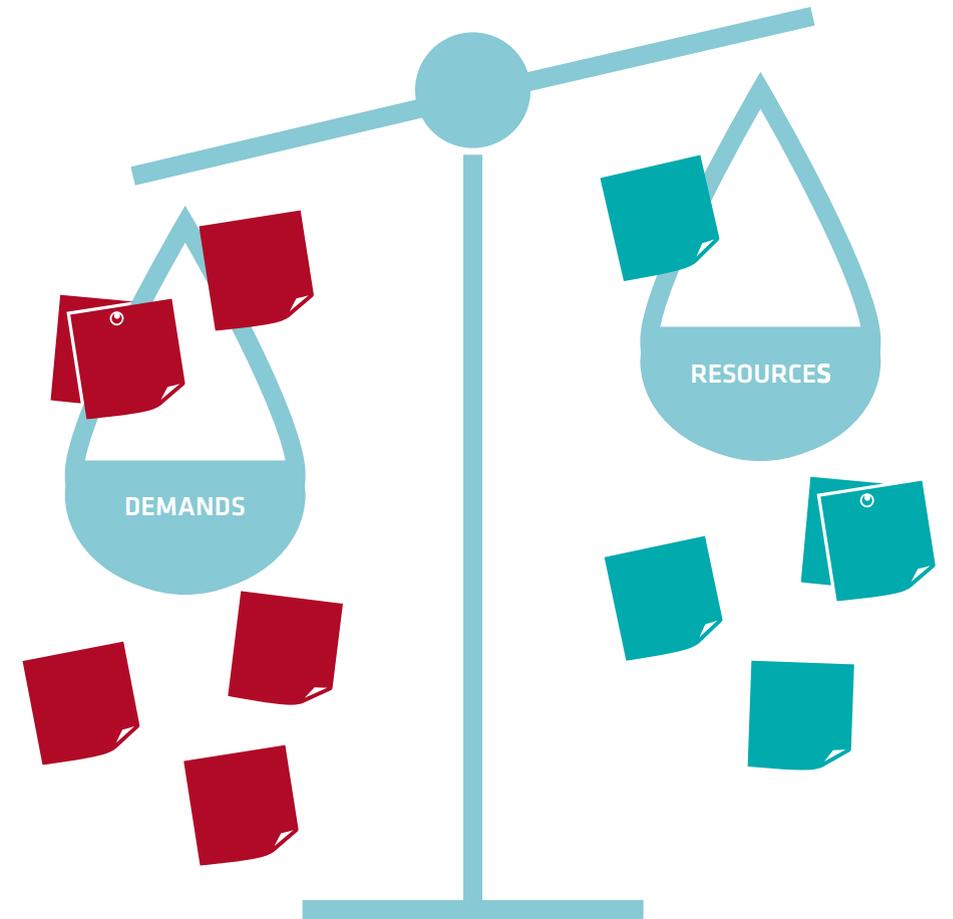
Here we show the Balance as a basic way of understanding the working environment as a balance between demands and resources.

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?



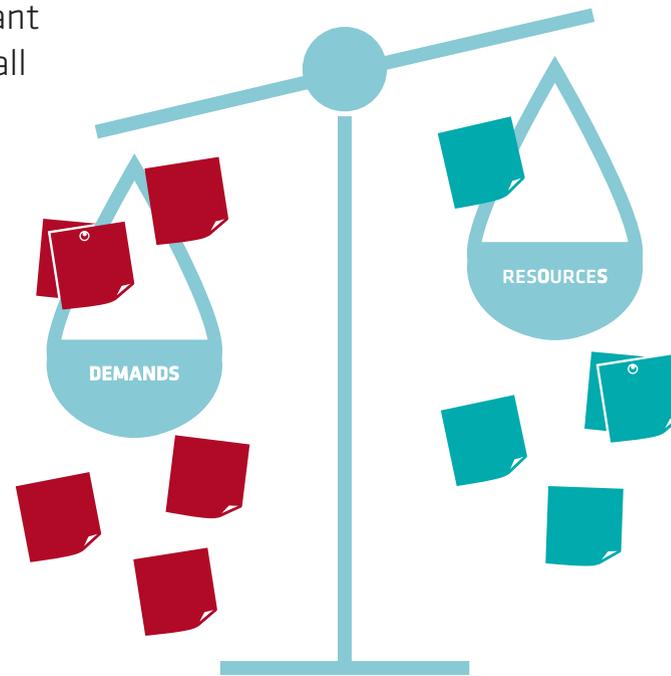
General model for well-being

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

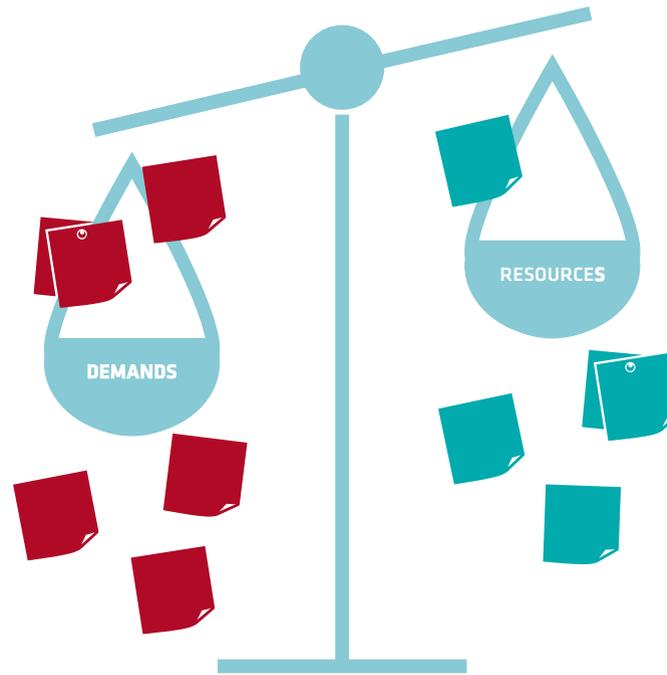
- Meaning
- Predictability
- Influence
- Social and managerial support
- Recognition

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

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

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?

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 50-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?
- What can help you stay focused on, and prioritize, your goals?
- When do you need to strengthen justification in relation to your management duties?
- When 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 goals?
- How often do you speak briefly with your line manager? For example, every fortnight.
- When could your line manager provide support for you? How could you support your mutual trust and opinion formation, such as by regularly matching expectations?
- When 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.

Slide 14

Interview guide

For supplementary questions, see the next slide

1 Goals for your managerial role

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

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

What is important for you to strengthen your management duties 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?

Strengthen your psychosocial working environment as a manager

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?



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- What is important for you to coordinate with your line manager to support your mental health?
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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

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3. Agreement and ongoing dialogue with your line manager

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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*

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 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*

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 rammen for mødet (0-15 minutter)

- Formålet med mødet er at styrke ledelsesgruppen: I vil underlægge 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)

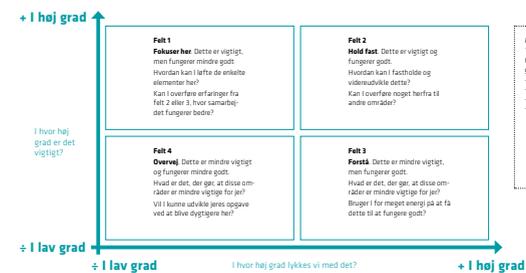
- Udvælg de temaer fra punkt 2, I vil prioritere at tale om på mødet. Tal om hvad kriterierne er for jeres valg - hvorfor disse spørgsmål er vigtigst lige nu.
- Afklar spørgsmålene i den lysgrønne boks for hvert prioriteret tema.
- Sørg for alle kommer til orde.
- Husk at afslutte, hvad der sker med de temaer, I ikke prioriterer.
- Hvad forstår I ved temaet, I har fokus på?
- Hvordan følt plaserer I det på 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 at slutte, hvordan I følger op, og hvordan 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

- KLARE MÅL** Lederne kender ledelsesgruppens mål, og de resultater den skal skabe.
- PRIORITERING** Ledergruppen bruger sin tid på de rigtige sager og opgaver.
- RESULTATER** Ledergruppen skaber resultater i sagerne og bidrager positivt til organisationen.
- CODE BESLUTNINGER** Ledergruppen træffer beslutninger, som er til gavn for organisationen.
- IMPLEMENTERING** Ledergruppen bidrager til at implementere de beslutninger, den træffer.
- ENGAGEMENT** Lederne er engageret i ledergruppen og i at endre ledelsesgruppens mål.
- TRO PÅ GRUPPEN** Lederne i gruppen tror på gruppens evne til at skabe gode resultater.
- LEDELSE AF GRUPPEN** Lederen af ledergruppen sørger for, at ledergruppen fungerer effektivt.
- INFORMATION** Lederne er i løbe-gang forberedt til ledelsesmøder, og det skriftlige sagsmateriale er af høj kvalitet.
- RIKTIGE SAGER** Det fremgår klart, hvad formålet er med at tage en sag op i ledelsen.

Samarbejde

- LÆRING AF FÆL** Ledergruppen kan tale åbent om fejl og lærer af fællene.
- TILLID OG TRYKHED** Lederne er tilfældigt hinanden og føler sig trykket ved at tage chancen i ledergruppen.
- MOTIVATION OG LÆRING** Lederne i gruppen oplever det som motiverende og udviklende at deltage i ledergruppens arbejde.
- ODD OPKØBEN** Lederne giver åbent udtryk for deres synspunkter under dialoger i gruppen.
- FORUS DIALOGEN** Ledergruppen medlemmer holder sig tilbage under dialoger i gruppen.
- FRU FOR SKULTE DAGSORDENER** Ledergruppen er god til at undgå "skulte dagsordener" og får i stedet talt åbent sammen.
- ODD SAMARBEJDE** Medlemmerne samarbejder godt med hinanden.
- ODD FOR LEDELSESGRUPPEN** Gruppen starter hinanden i at sætte grænser for ledelsesopgaver, fx med etimelige deadlines.
- ODD INFORMATION** Ledergruppen har den information, den behøver for at løse sine opgaver.
- ODD 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

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. CLEAR GOALS
Managers are aware of the management team's goals and the outcomes it has to achieve. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. PRIORISATION
The management team spends its time on the right cases and tasks. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. RESULTS
The management team gets results in its cases and contributes positively to the organisation. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. GOOD DECISIONS
The management team makes decisions that benefit the organisation. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. IMPLEMENTATION
The management team contributes to implementing the decisions it makes. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. ENGAGEMENT
Managers are committed to the management team and to meeting the team's goals. |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. BELIEF IN THE TEAM
The managers on the team believe in their ability to create good results. |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. MANAGEMENT OF THE TEAM
The leader of the management team ensures that it functions effectively. |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. MEETING PREPARATION
Managers are adequately prepared for management team meetings, with high quality written documentation. |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. RIGHT CASES
The aim of taking up a case in the management team is clear. |

Important

Achieved

Collaboration

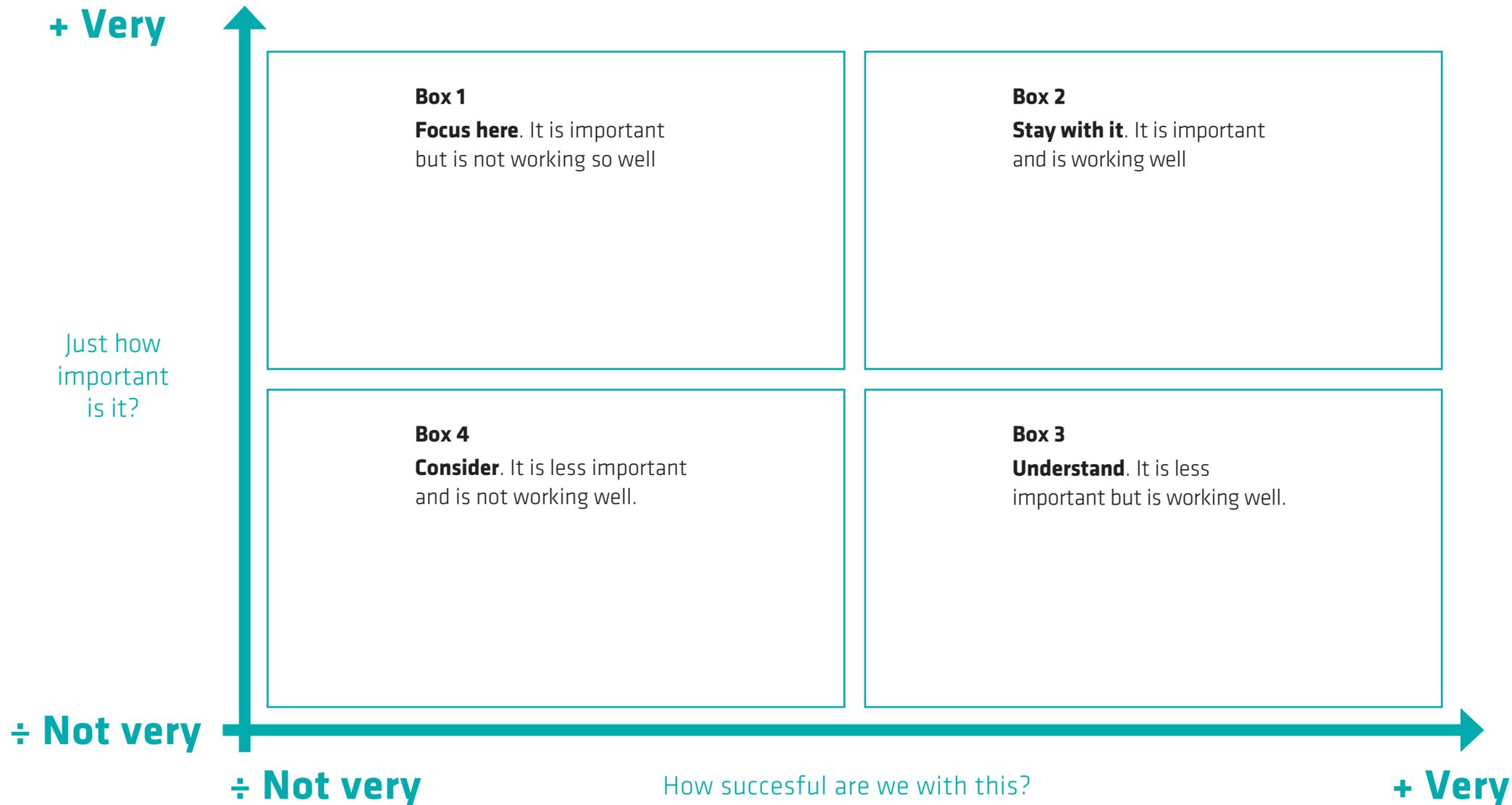
- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 11. LEARNING FROM MISTAKES
The management team can talk openly about mistakes and learn from them. |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. TRUST AND SAFETY
Managers trust each other and feel comfortable taking chances in the team. |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. MOTIVATION AND LEARNING
Management team members find participation in the management team's work motivational and developmental. |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. POSITIVE TASK CONFLICT
Managers openly express their views during team discussions. |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. FOCUS ON THE DIALOGUE
Management team members stay sufficiently on message during team discussions. |
| <input type="checkbox"/> | <input type="checkbox"/> | 16. NO HIDDEN AGENDAS
The management team is good at avoiding 'hidden agendas' and instead talks openly. |
| <input type="checkbox"/> | <input type="checkbox"/> | 17. GOOD COLLABORATION
Management team members work well with each other. |
| <input type="checkbox"/> | <input type="checkbox"/> | 18. LIMITS OF MANAGEMENT DUTIES: Team members support each other in setting boundaries for management tasking, e.g. with reasonable deadlines. |
| <input type="checkbox"/> | <input type="checkbox"/> | 19. GOOD INFORMATION
The management team has the information it needs to solve its tasks. |
| <input type="checkbox"/> | <input type="checkbox"/> | 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:

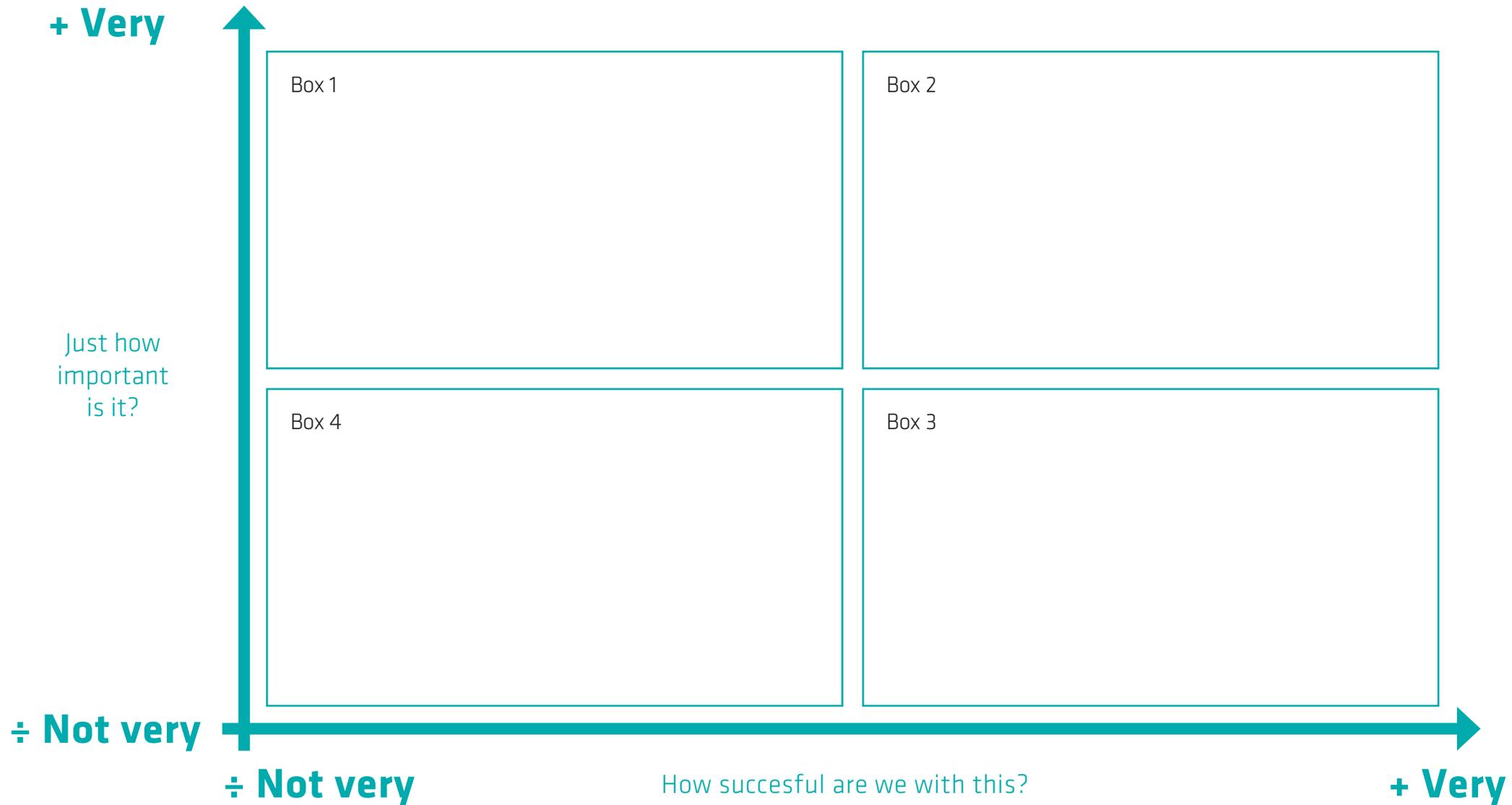
- Why do we think a theme is – or is not so – important? What are our criteria?
- Why do we think we are succeeding well or less well with a theme – what data and information do we have? Do we know enough?
- Finish by choosing 3-5 themes to work on.

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



BFA

Branche
Fællesskab
Arbejds miljø
Velfærd og Offentlig administration

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



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

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

- I starter med at lave en action card for hvert af de prioriterede temaer. Se hvilke punkter det skal indholde i eksemplet her på siden. Bestem, hvad der skal gøres, og hvem der gør hvad/hvornår.
- Demest samler I jeres action cards i en plan for ledertrivsel.
- Lidgiv 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 ledere/grupper med tilbagelagte, hvordan de bruger plan for ledertrivsel og drøft de samlede erfaringer i AMD og topledelse.

Action card: Hvordan modtager vi nye ledere?

Hvor anvendes action cards: Aktivens vedrørelse af nye ledere.

Hvad er målet: At nye ledere bliver klistet godt på til deres ledelsesopgaver for at sikre succes tilval og resultater.

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 medarbejderansvar og samarbejdsrolle: Du anvender TR og AAR eller MED/SU og AMD til at give inputs på initiativer for ledelse og ledelse i opløftning.

Hvem har hvilke opgaver: Gennemgå kriterier for introplan. Ueni indgå en beskrivelse af, hvem der gør hvad. Gå som nærmeste leder værktøj til at sikre en systematisk dialog med den nye leder med fokus på tilval og resultater.

Hvordan følger jeg op som ansvarlig: Du evaluerer modtagelsen på en samtale med den nye leder 5 uger efter optag og inddrager øvrige ledelsesstøttere før og efter!

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

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.

Målet er fælles at forstå og aftale, hvad I skal gøre indenfor temaer for at styrke leders 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 samarbejdsorganisation.

- Vurdering:** Hvor lykkes vi især godt med temaet?
- Erfaringer:** Hvor lykkes vi især godt med temaet? Beskriv erfaringerne fra de steder, der kan vi forstærke og udfordre dem?
- Inspiration:** Kender vi andre arbejdspladser, der lykkes godt med temaet? Kan vi bruge dem som inspiration?
- Tiltag 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.

Preparation: Identify the themes for your plan

- Vurder følgende temaer på, hvor vigtige de er for jer og hvor godt I lykkes med dem i dag.
- Træk evt. andre temaer, der også er vigtige for jer.
- Brug Prioriteringskortet på næste side til at udvalgte de 3-5 vigtigste.

<p>1. Hvordan modtager vi nye ledere?</p> <p>I hvor høj grad bliver nye ledere klistet på ledelsesopgaverne?</p>	<p>2. Hvordan sikrer vi os psykologisk tryghed hos ledere?</p> <p>I hvor høj grad er ledere trygge ved at bringe problemer, tvivl eller nye idéer frem i lyset?</p>	<p>3. Hvordan sikrer vi leders ressourceforbrug?</p> <p>I hvor høj grad har ledere adgang til sparring på fx dilemmaer i ledelsesopgaverne?</p>	<p>4. Hvordan sikrer vi leders ressourceforbrug?</p> <p>I hvor høj grad har ledere adgang til sparring på fx dilemmaer i ledelsesopgaverne?</p>	<p>5. Hvordan spotter vi nye ledere?</p> <p>I hvor høj grad er der fokus på nye ledere på arbejdspladsen?</p>	<p>6. Hvordan håndterer vi nye ledere?</p> <p>I hvor høj grad bliver nye ledere introduceret til arbejdspladsen og systemerne?</p>
<p>7. Hvordan løfter vi leders dialog med samarbejdspartnere?</p> <p>I hvor høj grad arbejder vi systematisk med leders dialoger? Find eventuelt inspiration i værktøj 1.</p>	<p>8. Hvordan løfter vi samarbejdsrelationer med ledere?</p> <p>I hvor høj grad arbejder ledere med at bringe problemer, tvivl og nye idéer frem i lyset?</p>	<p>9. Hvordan får ledere hjælp til deres personlige opgaver?</p> <p>I hvor høj grad kan ledere hente hjælp og råd til håndtering af svært personlige opgaver?</p>	<p>10. Hvordan samarbejder ledere på tværs?</p> <p>I hvor høj grad kan ledere hente hjælp og råd til håndtering af svært personlige opgaver?</p>	<p>11. Hvordan støtter ledere og ledelse på sig selv og hinanden?</p> <p>I hvor høj grad er der fokus på ledelse i et ledelsesforhold?</p>	<p>12. Hvordan får ledere hjælp til samarbejdet med samarbejdspartnere?</p> <p>I hvor høj grad arbejder ledere med at bringe problemer, tvivl og nye idéer frem i lyset?</p>

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?

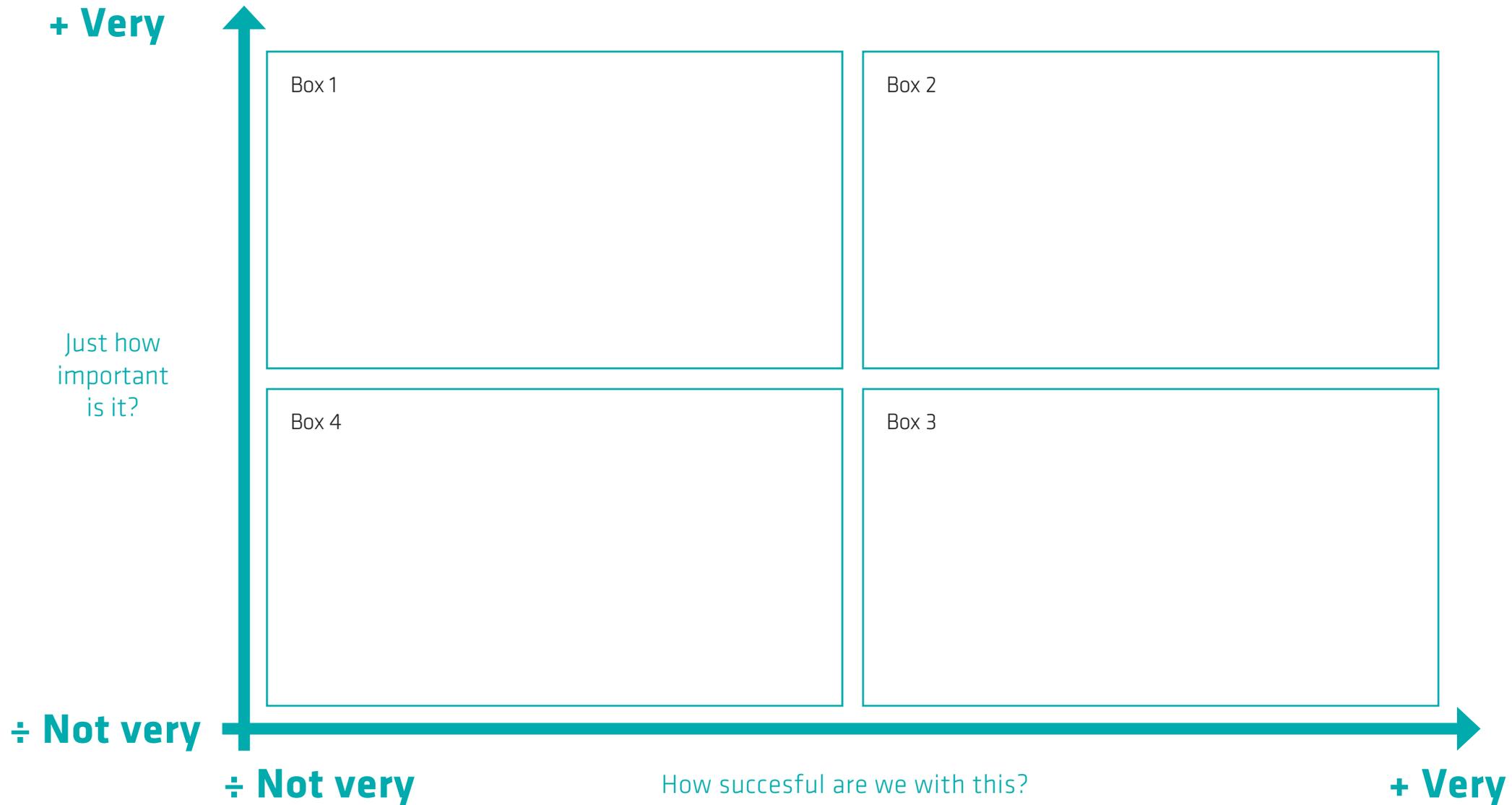
How much help and advice can managers get if there are challenges in working with their line manager?

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

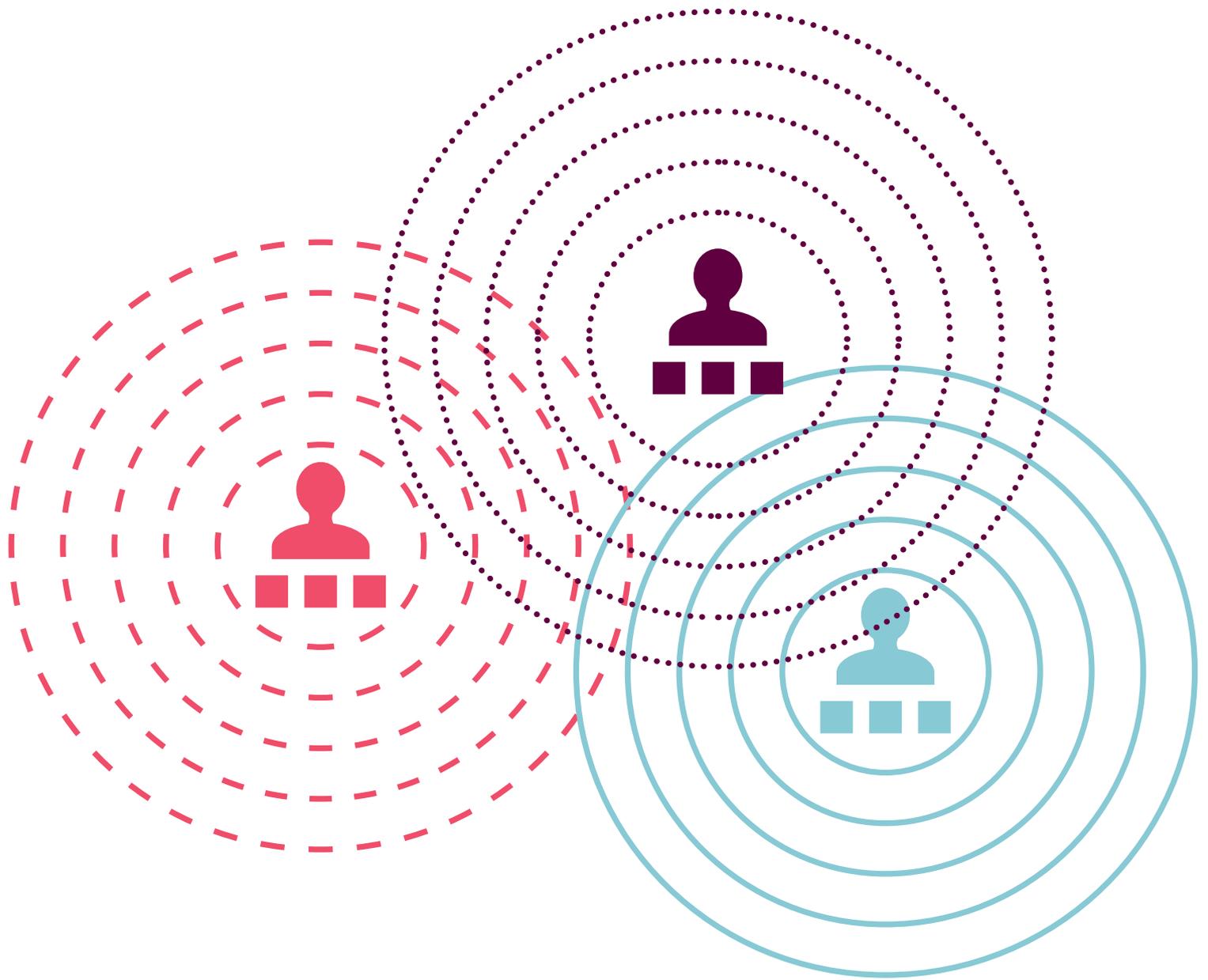
When do you reach the goal in leadership?

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
Arbejds miljø
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?