



## **Managerial Adviceline Case Studies**

The Managerial Adviceline service is staffed by counsellors with expert training in human behaviour and relationships, and with management experience.

The service provides support for managers with challenges and problems within their teams. It can help with issues around conflicts at work, work-related stress, team issues, behavioural issues, and many more.

CiC's Managerial Adviceline is available to anyone within the organisation with managerial or supervisory responsibilities for others.

This is a service for managers to gain support in what could broadly be defined as “people issues”. It provides an opportunity to explore complex and challenging work situations and to devise strategies for managing these. Below, are some examples of how managers might use the line. The scenarios described are fictional but representative.

### **Case One**

A manager called because he was concerned that one of his team was the victim of domestic violence. She had turned up for work on a number of occasions with unexplained injuries. The manager was uncertain as to how to broach this issue with her as he felt it was extremely sensitive.

With the help of the advisor he was able to think through the most appropriate way of raising this issue with her and anticipate how he might respond to her reactions. He was also able to think through what kind of support he could suggest to her both in terms of what the employing organisation could offer and in what was available in the community.

Continued overleaf



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## Case Two

A manager called because a team member had accused another of bullying and the employee had been suspended pending a formal investigation. This was creating much ill feeling within the team who felt the accusations were unfounded. The employee who had made the allegation was becoming increasingly alienated and these dynamics were having a damaging impact on their work.

Together the manager and the advisor thought about strategies to manage what was a very complex and challenging situation. They agreed that the manager should meet with the team members on an individual basis. This would give her an opportunity to remind staff that nothing should be prejudged pending the outcome of the formal investigation and to set out her expectations of them and their responsibilities. It was agreed that the manager could call again at any time to consult further and the option of doing some team building with an outside facilitator could also be considered once the outcome of the investigation was known.

## Case Three

A manager called in to ask for help in talking to his team in the wake of an employee taking his own life. The manager was uncertain as to how best to tackle this wondering if it was better to leave staff to approach him if they chose to or whether he should call a staff meeting and talk it through in that setting. With the help of the advisor it was agreed that the most appropriate course of action was to call a staff meeting where this could be discussed. In addition the manager and advisor agreed that one of CiC's trauma counsellors could be made available to run a debriefing session should this be necessary.

## Case Four

A manager phoned following a performance review with a member of staff who had been highlighted as under-achieving in the workplace. Furthermore, he reported that the employee is dyslexic. The manager felt that this underperforming member of staff was not only failing to hit targets but also giving more work to his fellow colleagues. How best could he have dealt with the situation and the employee's impact on his team?

The Adviceline consultant asked whether the member of staff is registered as disabled? On recruitment was the company aware that the client is dyslexic? Has he spoken with HR? ACAS contact details given for the manager to discuss employment law re: a member of staff who is dyslexic. Contact details given for The Dyslexia Association and DWP re: disability issues.

The Adviceline consultant suggested that the manager speaks with the relevant professional bodies to gain a further understanding of the employees position; employment law; and what he might do to help his team as a whole.

***"As a result of a brief call, I was able to get the help and support I required to motivate my team. The service is really good."***

***Senior project manager on his experience after calling CiC's Managerial Adviceline***

***"Life at work has improved because I have felt more able to cope with the difficulties I was faced with"***

***Manager on her experience after calling CiC's Managerial Adviceline***