

Transcript | How to run great 1:1s

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00:00:11.630 --> 00:00:17.400

Ilana Munckton, Apolitical: Hello, everyone, and welcome to this masterclass event on how to run. Great One-to-ones.

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00:00:18.090 --> 00:00:32.650

Ilana Munckton, Apolitical: My name is Alana Moncton, and I am vice president for community engagement and growth here at Apolitical. It'd be so great to hear from all of you as you're joining, so please do take a moment and post in the chat and let us know where in the world you're joining us from and what organization you work for

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00:00:32.689 --> 00:01:02.249

Ilana Munckton, Apolitical: today. We're going to be talking about ways of making one-to-one meetings more meaningful and effective. And hopefully, you'll leave today, actually looking forward to attending or running your next one-to-one. So for those of you who may be just joining us or joining us for the 1st time. Welcome again. Apolitical is the world's largest network for government used by over a quarter of a million public servants around the world in more than 170 countries, and our mission, as hopefully, you know, is to make government smarter by putting the best knowledge and skills in the fingertips

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00:01:02.250 --> 00:01:04.340

Ilana Munckton, Apolitical: of public servants around the world.

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00:01:04.410 --> 00:01:33.289

Ilana Munckton, Apolitical: I'm just going to go to the chat and keep them coming welcome. We've got someone joining from London. If you're just joining, please do let us know where you're joining us from. Let us know where in the world you're coming from, and where you work.

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00:01:33.290 --> 00:01:58.269

Ilana Munckton, Apolitical: before we jump into today's session. I'd like to start off by sending a warm invitation to all of you to please join me in the managing people in public service community on Apolitical. If you're not already a member, we created this community as a space for public servants from all over the world to connect with peers, and ask and answer any questions on all aspects of managing others in government. And you're here because one

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00:01:58.270 --> 00:02:15.280

Ilana Munckton, Apolitical: meetings are, of course, an inevitable part of that, an inevitable, unavoidable aspect of managing in the public service. So if you have any tips of your own on how to make them better, or any questions for your peers, or indeed our speakers, who are both members of the community already. Then please do join us in the community and add your thoughts.

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00:02:15.280 --> 00:02:30.589

Ilana Munckton, Apolitical: You should shortly see just a link pop up at the bottom of your screen that will take you to the community, or you can find it by clicking on the resources tab, which is at the bottom of your screen on zoom, and then you should find the join community link there, which is just popping up. Now.

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00:02:32.280 --> 00:02:56.279

Ilana Munckton, Apolitical: I'll also just go ahead and get a few technical notes out of the way before we get into today's conversation. 1st of all, this event is recorded for on demand viewing on the apolitical website where it will be posted, please don't record it yourself. If you have any privacy concerns. Contact details are in the apolitical homepage footer, and lastly, closed captions are available and can be toggled on and off in your screen settings should you wish to use them.

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00:02:57.500 --> 00:03:27.230

Ilana Munckton, Apolitical: So before we introduce our speakers, who I'm so excited to hear from, we're going to just run a few quick polls to get a sense of where you're all coming from. Today's to today's discussion from. So the 1st question which you should see coming up on your screen in just a second is the 1st one. How frequently do you currently hold or participate in one to one meetings, and let us know if it's Fortnightly Monthly every 2 to 3 months, every 6 months annually, or I don't currently have one to one meetings.

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00:03:29.340 --> 00:03:48.029

Ilana Munckton, Apolitical: and I'll just give folks a moment to to join. I can see some comments in the chat participating in them every week. Same here. As a as a manager. And just take a moment to reflect on that for yourself. Lots of folks saying in the chat every week.

12

00:03:48.170 --> 00:03:49.010

Ilana Munckton, Apolitical: perfect.

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00:03:49.130 --> 00:03:51.940

Ilana Munckton, Apolitical: Okay, soap.

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00:03:53.150 --> 00:04:12.480

Ilana Munckton, Apolitical: most folks voting in the poll, 43% attending one-to-one meetings at least fortnightly, which is fantastic to hear. So I'll dive into the second poll question. And that question is, do you feel your current? One-to-one meetings are effective in addressing your professional development needs?

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00:04:12.480 --> 00:04:23.469

Ilana Munckton, Apolitical: Let us know. Yes, they're consistently useful and focused. Let us know if you think sometimes, but it depends on the meeting, perhaps rarely. They're usually more about day to day tasks.

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00:04:23.470 --> 00:04:33.200

Ilana Munckton, Apolitical: No, they're not currently helping your development, or you're not sure you haven't thought about it in that way. Take a moment to reflect and let us know what you think.

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00:04:37.660 --> 00:04:38.969

Ilana Munckton, Apolitical: Give you a moment

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00:04:40.300 --> 00:04:58.420

Ilana Munckton, Apolitical: see some more comments in the chat, which is fantastic. Okay, 45% of you saying that they are sometimes effective in addressing your professional development needs, and that it depends on the meeting. Well, hopefully, after this session, more of you will feel that they are consistently useful and focused.

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00:04:58.420 --> 00:05:21.519

Ilana Munckton, Apolitical: So finally, what is the biggest challenge you face in conducting effective one to one meetings and let us know. Is it finding the time to prepare and follow up, keeping the conversation focused and productive, creating a safe space for honest dialogue. Balancing team needs with individual development, knowing what to cover or how to structure it, or something else, and you can tell us more in the chat as always.

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00:05:21.849 --> 00:05:31.429

Ilana Munckton, Apolitical: So again, just take a moment to to think through. Your challenges in your one to one meetings. And we can't wait to hear what you think.

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00:05:32.200 --> 00:05:35.479

Ilana Munckton, Apolitical: so I'll give you just a moment, and then I can't wait to reveal

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00:05:39.990 --> 00:05:45.059

Ilana Munckton, Apolitical: perfect. Okay, a bit of a a mix. So

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00:05:45.600 --> 00:06:07.759

Ilana Munckton, Apolitical: 28% of you saying, knowing what to cover or how to structure your one-to-one meetings. Next most popular response was balancing team needs with individual development, just seeking ahead of some of the other options. So, knowing what to cover or how to structure it. The most popular response is your biggest challenge, really helpful to know. And a couple of other thoughts in the chat as well.

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00:06:07.810 --> 00:06:25.040

Ilana Munckton, Apolitical: perfect. Okay, great. Thank you so much for taking part in those polls that really helps us get an understanding of where everyone's coming to this discussion from. So let's, without further ado, introduce our brilliant speakers. We are very fortunate to have 2 brilliant guests with us today. Francine Larouche and Claire Lynch, who are joining us.

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00:06:25.345 --> 00:06:42.429

Ilana Munckton, Apolitical: Francine is head of English editorial services in the Ministry of the Attorney General in the Government of Ontario. Welcome, and Claire is a change program manager at Uk. Network rail, and both Claire and Francine have over 20 years of public service experience. So I'm so looking forward to hearing from their hard earned insights.

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00:06:42.490 --> 00:06:52.690

Ilana Munckton, Apolitical: You can read the full bios by visiting the resources tab once again that you'll find at the bottom of your zoom screen and heading to the Speakers section so feel free to check that out. Now.

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00:06:52.740 --> 00:07:02.470

Ilana Munckton, Apolitical: before we launch into our presentations. I'm going to start us off with a very quick icebreaker, and I want to know what is one of your one-to-one pet peeves.

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00:07:02.470 --> 00:07:25.659

Ilana Munckton, Apolitical: those little things that get on your nerves, whether it's a cliched phrase, an approach that doesn't get results running out of time. We'd love to hear it all, Francine. I'm going to come to you first. In a moment. I'll give you, of course, a moment to think about the question, and if you're all joining us online, you are very welcome to participate and share your answers as well. So if you look in the chat right now, my colleague has posted a link

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00:07:25.660 --> 00:07:40.680

Ilana Munckton, Apolitical: to our public people, managers, community, which you can find if you follow that link, and you can have your say and give your answer to the icebreaker on one to one pet peeves. So I'll go to Francine first, and then on to Claire Francine, your pet peeve.

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00:07:40.680 --> 00:07:44.116

Francine Leriche: Thanks, Alana. I think I would have to say

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00:07:46.010 --> 00:08:05.979

Francine Leriche: treating it as if it's optional, not making it a priority. I saw in the poll that a lot of people are not even doing them every 2 weeks. It's every month or more which makes me sad. So or the other thing we tend to do is canceling them when there's either too much work or not enough

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00:08:06.993 --> 00:08:12.440

Francine Leriche: when really those actually are, 2 times when we need them, but for different reasons.

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00:08:14.140 --> 00:08:21.779

Ilana Munckton, Apolitical: That's great. That's a really insight. Good insight just on the value of those at all times. Thank you, Claire. What's your pet peeve.

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00:08:24.100 --> 00:08:25.080

Claire Lynch: In huge.

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00:08:25.380 --> 00:08:26.820

Claire Lynch: I ran out, too.

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00:08:27.060 --> 00:08:37.560

Claire Lynch: The number one is where there's no opportunity to talk about the things that are actually important. Urgency takes primacy over importance.

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00:08:38.970 --> 00:08:49.899

Claire Lynch: and the second one is when there just isn't a loud enough time, or I feel that the person I'm speaking with feels that they need to be somewhere else. So there's a lack of presence.

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00:08:50.370 --> 00:08:52.769

Claire Lynch: I think they they kind of go together.

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00:08:53.640 --> 00:09:17.280

Ilana Munckton, Apolitical: Excellent. Yeah, that's really helpful, perfect. Okay? And again, if you are joining us online, let us know your thoughts in the community. But what we're going to do now is we're going to move on. So thank you for indulging, indulging us with those responses. I'm going to hand over to Francine for the next 15 min for our 1st masterclass segment. Take it away, Francine, whenever you are ready.

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00:09:22.040 --> 00:09:32.250

Francine Leriche: Unmute, unmute. Thank you. Okay, please bear with me. This is my 1st time using Zoom as a presenter. And oh, let's see how this goes.

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00:09:38.410 --> 00:09:40.580

Francine Leriche: Okay?

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00:09:49.050 --> 00:09:50.730

Francine Leriche: Sorry I can't get that.

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00:09:52.310 --> 00:09:56.589

Francine Leriche: That button that you guys told me about. There we go. Okay, we're good. Everybody can see that.

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00:09:57.000 --> 00:09:58.500

Ilana Munckton, Apolitical: That is correct.

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00:09:58.750 --> 00:10:06.540

Francine Leriche: And people online, amazing. I was just about to say, Please feel free to use your little reactions because I love those.

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00:10:07.430 --> 00:10:34.669

Francine Leriche: Okay. So Hi! I'm Francine Lariche. As Alana said. I work for the Ministry of the General Ministry of the Attorney General here in Toronto, Ontario, Canada. Good morning to my North and South American people. Good afternoon to my across the Pond people and to my Australia and New Zealand people. I think it's good evening. I'm so sorry, so thank you so much for joining us here today. So

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00:10:35.280 --> 00:10:49.090

Francine Leriche: my approach to one on ones we all want to be our best, you will know I had said, Be not do okay to me, work is not just about doing. It's about who you are when you're there and allowing yourself to be who you need to be.

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00:10:50.430 --> 00:10:57.420

Francine Leriche: So I'm going to start by asking you a question. Are you managing, or are you leading and

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00:10:57.560 --> 00:11:00.339

Francine Leriche: feel free to pop into the chat.

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00:11:05.710 --> 00:11:09.620

Francine Leriche: Are you in your day-to-day work, managing or leading.

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00:11:12.860 --> 00:11:15.240

Francine Leriche: leading, leading, managing both?

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00:11:16.210 --> 00:11:18.929

Francine Leriche: Yeah, I'm expecting to see a lot of both. Exactly.

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00:11:19.230 --> 00:11:20.100

Francine Leriche: Still.

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00:11:20.510 --> 00:11:30.610

Francine Leriche: I'm going to ask you for a little bit of indulgence on a little bit of an understanding here. Okay, we can be managers and leaders at the same time.

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00:11:31.060 --> 00:11:36.869

Francine Leriche: But managing or leading is an action, and you're really only doing one or the other at a time.

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00:11:37.390 --> 00:11:38.610

Francine Leriche: one at a time.

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00:11:38.940 --> 00:11:50.899

Francine Leriche: So if you're, you know, doing your tasks, doing your obligations, checking the boxes. That's your managing. If you're focusing on your people and doing that relationship management. Okay, that's leading.

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00:11:51.010 --> 00:11:53.730

Francine Leriche: And we'll talk a little bit more about that in a minute.

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00:11:54.230 --> 00:11:55.810

Francine Leriche: So a little bit about me.

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00:11:57.150 --> 00:12:00.439

Francine Leriche: If I can get my slides to move. There we go.

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00:12:00.950 --> 00:12:05.000

Francine Leriche: So what? What guides my approach

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00:12:05.380 --> 00:12:08.280

Francine Leriche: to? How I do one on ones, and how I think about them.

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00:12:08.620 --> 00:12:16.660

Francine Leriche: I believe that management in the public sector has begun an evolution, particularly in the last 5 years, and I also believe mental health is health

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00:12:16.780 --> 00:12:21.530

Francine Leriche: just as important as if we have a fever. If we have a broken leg, anything like that.

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00:12:22.200 --> 00:12:26.769

Francine Leriche: I believe that allowing every person to be their authentic selves is not optional.

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00:12:26.960 --> 00:12:30.339

Francine Leriche: And some people say, Okay, well, what is it to be your authentic self?

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00:12:30.450 --> 00:12:32.060

Francine Leriche: I will give you an example.

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00:12:34.380 --> 00:12:40.470

Francine Leriche: I don't. To me, being your authentic self means you don't have to turn off a switch when you walk through that door.

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00:12:40.670 --> 00:12:52.550

Francine Leriche: Okay, it means I can talk about my family. I can talk about my spouse. I can show my tattoos. I can have colored hair. I can have piercings right as long as we are respectful

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00:12:52.760 --> 00:12:56.420

Francine Leriche: and empathetic and caring.

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00:12:56.800 --> 00:13:00.320

Francine Leriche: Why do we care if I decide to wear my sparkly pink crocs to work.

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00:13:00.690 --> 00:13:01.450

Francine Leriche: Okay.

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00:13:02.232 --> 00:13:09.820

Francine Leriche: My another example. My daughter, who's 17, describes my look as toddler chic

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00:13:10.540 --> 00:13:20.729

Francine Leriche: exhibit a this morning. So to me, that's what authenticity is. Okay. You don't have to show off a certain part of yourself when you walk through that door.

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00:13:21.050 --> 00:13:31.570

Francine Leriche: So also I believe that the words manager and leader are not synonymous. Yes, you can be both, but that is not a given. You need to work to be both.

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00:13:32.050 --> 00:13:34.759

Francine Leriche: And I also believe that leadership doesn't need a title.

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00:13:35.566 --> 00:13:43.840

Francine Leriche: The funny thing is that I've been in the Ontario public service for over 24 years, and I have only spent 6 months of that with the title of manager.

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00:13:44.440 --> 00:13:49.379

Francine Leriche: However, I was a leader back when I was 28 years old, and I was the

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00:13:49.740 --> 00:14:04.250

Francine Leriche: chair of a Board of Directors for Women's shelter. I'm a leader when I sit on my Ministry's Mental Health Committee. I'm a leader when I do things like job shadowing and mentoring programs. So leadership does not mean you need to be a manager.

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00:14:08.750 --> 00:14:13.760

Francine Leriche: Sorry Skip that. So here's what I want to go over with you today.

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00:14:14.370 --> 00:14:23.039

Francine Leriche: one-on-ones obligation or investment, my number one requirement for effective one-to-ones, mentor, cheerleader, beekeeper and best practices

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00:14:24.290 --> 00:14:30.889

Francine Leriche: obligation or investment. How many of us look at those obligations at those one on ones as an obligation to be checked off of a list?

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00:14:32.450 --> 00:14:36.630

Francine Leriche: Or do we look at it as an investment of time in our team and our people.

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00:14:37.340 --> 00:14:46.039

Francine Leriche: So obligation uses the manager lens. So remember, we were talking about the differences between managing and leading. Here's where that comes into play

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00:14:46.410 --> 00:15:00.209

Francine Leriche: obligation. Using a manager lens. Investment uses a leadership lens obligation focuses on checking off boxes and fulfilling the obligations and tasks assigned to you leave investment focuses on relationship development and open communication.

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00:15:00.490 --> 00:15:12.240

Francine Leriche: Obligation focuses on difficult subjects that can create anxiety and apprehension on both sides, but the investment approach looks at regular open communication, which makes difficult subjects less daunting.

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00:15:13.250 --> 00:15:29.400

Francine Leriche: The obligation Lens looks at is manager Led, focusing mainly on the employee. I know I saw some of you in the chat, saying, my managers talks, talks, talks. I don't get to say anything. Investment is a collaborative conversation addressing both sides of the people in the room.

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00:15:30.640 --> 00:15:44.729

Francine Leriche: So again, I would encourage you to reframe how you look at these, because that's going to make a big difference whether you see this as a chore, or whether you see this as an opportunity to encourage your people and develop your team.

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00:15:46.630 --> 00:15:53.120

Francine Leriche: My number one requirement for effective one on ones. Anybody have a guess what might be. You can throw it in the chat. I'm going to pull the chat up for a minute.

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00:15:54.970 --> 00:15:57.169

Francine Leriche: I'm here for the dopamine dressing. Thanks, sonny.

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00:15:57.300 --> 00:16:03.180

Francine Leriche: Time. Listen. Unfiltered honesty. Be present.

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00:16:03.590 --> 00:16:06.760

Francine Leriche: Okay, here we go.

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00:16:08.160 --> 00:16:10.099

Francine Leriche: Promoting psychological safety.

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00:16:10.330 --> 00:16:10.740

Francine Leriche: Okay?

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00:16:11.280 --> 00:16:15.419

Francine Leriche: As I tell people, psychological safety is the hill I will die on.

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00:16:16.150 --> 00:16:20.430

Francine Leriche: I believe everyone needs psychological safety, particularly in the workplace.

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00:16:20.840 --> 00:16:27.559

Francine Leriche: and that does not mean that everybody just gets along and pretends everything is okay, and nobody says anything. That's absolutely not what it means.

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00:16:27.830 --> 00:16:38.350

Francine Leriche: Okay. But I believe that the number one way you can improve your team management, and especially your one on ones, is incorporating and promoting psychological safety.

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00:16:39.000 --> 00:16:42.450

Francine Leriche: So you're sitting there going? Oh, that's great. But what does that mean?

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00:16:42.890 --> 00:16:45.530

Francine Leriche: So here's a little primer for you.

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00:16:45.930 --> 00:16:50.169

Francine Leriche: We could do a whole other webinar just on psychological safety.

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00:16:50.380 --> 00:16:55.370

Francine Leriche: We're not going to. So there's psychological danger. And there's psychological safety.

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00:16:55.600 --> 00:16:57.470

Francine Leriche: Okay? So the things on the left.

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00:16:57.690 --> 00:17:05.069

Francine Leriche: when people have these things and these mentalities and these lenses that's not psychologically safe, we want to encourage the ones on the right.

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00:17:05.329 --> 00:17:11.159

Francine Leriche: So, as I said, it's not about holding things back and being quiet, as you can see on the right, it says, Speak up

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00:17:11.530 --> 00:17:14.860

Francine Leriche: right, because if we don't know, there's a problem, we can't address it.

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00:17:15.880 --> 00:17:23.680

Francine Leriche: Engagement again that back and forth two-way conversation as opposed to the individualism of just.

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00:17:23.849 --> 00:17:26.670

Francine Leriche: I'm the manager, and I'm going to talk at you right.

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00:17:29.970 --> 00:17:32.840

Francine Leriche: mentor, cheerleader, and beekeeper.

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00:17:34.700 --> 00:17:36.399

Francine Leriche: So what do they mean?

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00:17:37.080 --> 00:17:39.520

Francine Leriche: These are my approach to my one on ones.

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00:17:39.990 --> 00:17:44.810

Francine Leriche: and I know you all want to know what the beekeeper is, and you're going to have to wait and find out.

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00:17:45.380 --> 00:17:48.060

Francine Leriche: So mentor is pretty obvious. Right?

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00:17:48.180 --> 00:17:51.840

Francine Leriche: We're usually a lot of time, not always

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00:17:52.130 --> 00:17:58.550

Francine Leriche: a more experienced public service person. Right? We can offer insight, leadership.

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00:17:58.720 --> 00:18:04.060

Francine Leriche: experience. We can answer questions for new people. Okay, that's the mentorship, part of it.

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00:18:04.590 --> 00:18:08.310

Francine Leriche: Cheerleader, pretty, self-explanatory. But again.

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00:18:09.020 --> 00:18:22.219

Francine Leriche: it's sticking up for your people. 1st of all, when working when dealing with other working groups, but also cheerleading them at an individual level, right, appreciating their efforts, appreciating their developments.

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00:18:22.520 --> 00:18:31.770

Francine Leriche: expressing gratitude. And also, you know, being the little bump up beekeeper, any guesses?

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00:18:33.200 --> 00:18:40.350

Francine Leriche: Okay, beekeeper, I use this word because the beekeeper doesn't make the honey right.

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00:18:40.840 --> 00:18:50.109

Francine Leriche: The beekeeper has nothing to do with making the honey. The beekeeper only makes it possible and makes the environment as ideal as possible for the bees to do their work.

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00:18:51.140 --> 00:18:53.250

Francine Leriche: So we are the beekeepers.

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00:18:53.360 --> 00:19:01.520

Francine Leriche: We are not the frontline people. We are not the ones doing the work. We are the ones maybe overseeing the work, but in my opinion I like to make it so that

124

00:19:02.010 --> 00:19:06.050

Francine Leriche: my people have the best environment possible to do the job that they need to do

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00:19:06.838 --> 00:19:10.989

Francine Leriche: and my management philosophy is, take care of the people and the people will take care of the work

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00:19:14.910 --> 00:19:19.459

Francine Leriche: so best practices, and how we sort of achieve some of these things

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00:19:20.910 --> 00:19:28.429

Francine Leriche: consistent with regular scheduling. I know. I already said I saw one month every 2 to 3 months, once a quarter. That makes me sad.

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00:19:28.910 --> 00:19:40.490

Francine Leriche: Now I'm not saying there's a prescribed time period. Okay? But I think if you're meeting less frequently than once a month, you're not really being effective or consistent, I would, I would say

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00:19:40.770 --> 00:19:47.209

Francine Leriche: personally, I try and keep a 2 week schedule. So I see everyone every 2 weeks, half an hour.

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00:19:48.183 --> 00:19:53.129

Francine Leriche: And yes, there are gonna be times when it doesn't happen, but I think

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00:19:53.390 --> 00:20:03.529

Francine Leriche: it's important to have the expectation, and that leads into the next one, making the meetings a priority. So by having a regularly scheduled. Time in your calendar

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00:20:04.000 --> 00:20:06.970

Francine Leriche: helps to make that a priority for both of you.

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00:20:10.400 --> 00:20:26.679

Francine Leriche: and like, I said, yes, there's going to be times when it gets canceled. People get sick, right? Tech fails all kinds of reasons. But the issue is we don't want to cancel those unless we really have to. And preferably we reschedule them. We don't cancel them.

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00:20:26.790 --> 00:20:32.539

Francine Leriche: Okay? So that's what I mean by making them a priority working with communication styles.

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00:20:33.486 --> 00:20:40.350

Francine Leriche: Your team may have different ways. They want to handle their one on ones. I treat them as the employees. Time.

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00:20:40.470 --> 00:20:50.269

Francine Leriche: if they come to me with an agenda, a 1 page agenda for every meeting. No problem great. We'll work through that. There's usually somewhere on the agenda for me to add my comments.

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00:20:50.420 --> 00:20:51.465

Francine Leriche: Okay,

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00:20:52.840 --> 00:21:11.680

Francine Leriche: and if not. Some some people will routinely have nothing to say. And it's like, you know, pulling out the answers. Some people you'll constantly go over your time. You learn to. That's part of individualization and dealing personally with each member of your team.

139

00:21:12.560 --> 00:21:15.109

Francine Leriche: Prepare a few talking points. So

140

00:21:15.440 --> 00:21:20.150

Francine Leriche: if someone doesn't go to you with one page agenda ready to go. That's going to take up your time.

141

00:21:20.932 --> 00:21:29.689

Francine Leriche: Have something prepared to talk about. So remember when I said earlier about not cancelling them when it's slow, because you're like, oh, we have nothing to talk about.

142

00:21:30.040 --> 00:21:33.339

Francine Leriche: There's always something to talk about. No workplace is perfect.

143

00:21:33.870 --> 00:21:49.070

Francine Leriche: So what I like to do in instances like that is at our team meeting. I will say, Okay, in our next round of one-to-ones, I'm going to be asking the question, what's 1 thing you could think? I you think I could be doing better as a manager?

144

00:21:50.000 --> 00:21:55.009

Francine Leriche: Or what's 1 thing you would like to see implemented in our team.

145

00:21:55.990 --> 00:22:00.879

Francine Leriche: and I seek the feedback if it's not being given to me proactively.

146

00:22:02.090 --> 00:22:02.510

Francine Leriche: Okay.

147

00:22:03.618 --> 00:22:17.400

Francine Leriche: and then expect deviations like I said, people get sick. Tech fails. Stuff's going to come up. There's always urgent stuff we work in government. But it's important not to let. As Claire said, the urgent stuff override the important stuff.

148

00:22:19.310 --> 00:22:21.880

Francine Leriche: And to sort of

149

00:22:22.820 --> 00:22:32.830

Francine Leriche: try and find the balance between rolling, rolling with the flow, going with the flow, rolling with the punches. Sorry and you know, keeping that consistency.

150

00:22:35.460 --> 00:22:37.520

Francine Leriche: and that's everything for me. Thank you.

151

00:22:44.290 --> 00:23:11.739

Ilana Munckton, Apolitical: That was absolutely brilliant. Francine, thank you so much for sharing, and some really important lessons on psychological safety. If you have any more questions for Francine. Please do feel free to pop them into the Q. And A. Section. But before we do that, Claire, you are up next, I'll give you again a second to prepare, and again make sure to add any questions for Claire in the Q. And a. But other than that, Claire, over to you can't wait to hear your thoughts.

152

00:23:12.810 --> 00:23:27.279

Claire Lynch: Thank you, and I think I should start by saying that I absolutely agree with everything that Francine was saying, and it's probably safe to assume that in what I'm going to say next.

153

00:23:27.500 --> 00:23:32.999

Claire Lynch: And I'm taking psychological safety as a given. Now, I realise that that's not.

154

00:23:33.150 --> 00:23:38.690

Claire Lynch: We can't assume that. But everything works so much better when it's in place.

155

00:23:39.470 --> 00:23:45.460

Claire Lynch: Now I don't have a beautiful set of slides, so I'm sorry you're just going to have to listen to me talking for the next few minutes

156

00:23:45.680 --> 00:23:54.040

Claire Lynch: I went through a little bit more of the mechanistic side of of this topic.

157

00:23:54.640 --> 00:24:03.750

Claire Lynch: reflecting originally on, why do we even have them? But why do we? What's the purpose of trying to fit these things into our schedules? Why do we bother?

158

00:24:04.600 --> 00:24:13.339

Claire Lynch: And I came to the conclusion. It's the only time that we have a structured opportunity for a conversation about ourselves

159

00:24:14.160 --> 00:24:16.450

Claire Lynch: directly with our line manager

160

00:24:17.670 --> 00:24:25.129

Claire Lynch: in the workplace. Everything else is, either by definition a task related conversation one-to-one or one to many.

161

00:24:25.910 --> 00:24:28.030

Claire Lynch: or a corridor conversation.

162

00:24:28.380 --> 00:24:35.150

Claire Lynch: And this is the only time that we've got the only opportunity. We've got to cover that myriad of topics

163

00:24:35.520 --> 00:24:37.129

Claire Lynch: in a structured

164

00:24:37.480 --> 00:24:48.890

Claire Lynch: one to one way, and when I say myriad of topics, I mean, sure we're all doing a thousand tasks. We're doing a variety of different jobs in wildly different parts of the government.

165

00:24:50.350 --> 00:25:03.750

Claire Lynch: but at the heart of it we've all got both conversations related to the day job. And then conversations related to that bigger picture, to to us, to our development, and maybe to our annual objectives.

166

00:25:04.260 --> 00:25:13.859

Claire Lynch: Because I don't know about you, but my annual objectives don't always relate directly to what I'm doing on a day-to-day basis. So sometimes you have to force that conversation.

167

00:25:14.490 --> 00:25:16.979

Claire Lynch: and I was looking at who has these?

168

00:25:17.150 --> 00:25:24.189

Claire Lynch: And I was, it was interesting because I realized literally, everybody has

169

00:25:24.450 --> 00:25:27.339

Claire Lynch: doesn't matter whether you're public sector, private sector

170

00:25:27.500 --> 00:25:38.329

Claire Lynch: at all levels, literally up to the CEO. If you're in a private organisation, the Director General, if you're in the government, they will be having the one to ones with their minister.

171

00:25:38.800 --> 00:25:43.010

Claire Lynch: It happens for all of us. This is this is our structured opportunity.

172

00:25:43.760 --> 00:25:49.839

Claire Lynch: And so, yeah, it's absolutely right that we do give the right level of attention to this.

173

00:25:50.150 --> 00:25:53.660

Claire Lynch: because that ain't going to go away. And so

174

00:25:54.210 --> 00:25:59.330

Claire Lynch: then my principles, which again underpow me my approach.

175

00:25:59.500 --> 00:26:15.290

Claire Lynch: my key principle is no surprises. You do not want to get into either a 1-to-one or performance appraisal, or Heaven forbid a meeting with your boss or one of their seniors and find out there's something wrong. You hadn't known about

176

00:26:16.100 --> 00:26:24.359

Claire Lynch: whether that be a task that wasn't done, or some behaviour that you weren't aware of, no no surprises.

177

00:26:24.760 --> 00:26:32.529

Claire Lynch: And with that, and this is where it links directly into the psychological safety is kindness and respect. We are humans.

178

00:26:32.690 --> 00:26:38.480

Claire Lynch: We don't turn our caring, our parental, our

179

00:26:39.176 --> 00:26:44.670

Claire Lynch: financial, you know, whatever the things are that are going on in our private lives.

180

00:26:44.860 --> 00:26:59.169

Claire Lynch: they come with us to work, and whether it's and your pet needs to go to the vet urgently. Your child needs to be picked up urgently. You're really trying to work out how to pay that unexpected, Bill, because

181

00:26:59.250 --> 00:27:16.069

Claire Lynch: something went wrong, and you need to talk to the bank. These things happen, and we are for me again. As Francine was saying, you can't separate yourself from your work self, and you shouldn't have to.

182

00:27:16.080 --> 00:27:32.059

Claire Lynch: But so many people in the work, environment in my experience feel really uncomfortable. With that they don't know how to manage it. And so my my plea to everybody would be, just relax a little bit into that. And

183

00:27:33.180 --> 00:27:50.459

Claire Lynch: I was going to say, go with the flow. It's not about going with the flow. It's about recognizing how you would want to be treated, how you would want to be approached, and how the consideration that you would want to be given if you came into work feeling a bit stressed.

184

00:27:50.920 --> 00:28:02.999

Claire Lynch: And so that brings me to my my last principle, which is curiosity. This is this is not about sorry. I just heard I was just seeing a message about

185

00:28:03.200 --> 00:28:08.969

Claire Lynch: audio. I'm not sure I can. There's not too much background noise. I'm not sure I can do, too, without it.

186

00:28:09.798 --> 00:28:11.469

Claire Lynch: Is that any better?

187

00:28:12.692 --> 00:28:15.779

Claire Lynch: Saw it on fabulous?

188

00:28:16.200 --> 00:28:22.400

Claire Lynch: So my my last principle is curiosity cheers James.

189

00:28:22.660 --> 00:28:31.830

Claire Lynch: This is this is not about blame. This is not about accusation. This is, if something is going something

190

00:28:32.050 --> 00:28:38.699

Claire Lynch: you're seeing something that's going wrong. Sorry. I'm getting a little bit distracted by the concern about the audio.

191

00:28:38.830 --> 00:28:46.689

Claire Lynch: If you're saying something's going wrong, be curious. Ask the person what's going on for you. Is there something going on for you? It doesn't seem to be quite right.

192

00:28:46.820 --> 00:28:55.689

Claire Lynch: And so then then we go into the the when, the how. So

193

00:28:55.930 --> 00:29:15.329

Claire Lynch: in terms of the win, you have to think about how your company manages performance. Is it annual? Is it biannual? Is it quarterly? So that sets the structure. And then you fill in the blanks, because it's you know, I saw somebody saying they hadn't had a 1-to-one in 15 months. As sorry. That's

194

00:29:15.550 --> 00:29:35.709

Claire Lynch: yeah. How does anybody know how they're doing? How does your manager know how you're doing so? This is not about me saying you only have. If your performance management structure is annual, you only have one a year. No, this is about making sure that you are having those in preparation for those really important

195

00:29:35.850 --> 00:29:41.720

Claire Lynch: conversations and then filling in the blanks. So I do believe that

196

00:29:43.090 --> 00:29:45.359

Claire Lynch: actually, so this goes into the how

197

00:29:45.730 --> 00:29:51.860

Claire Lynch: my personal approach is, I separate the tactical from what I call the strategic or the day-to-day from the big picture.

198

00:29:52.240 --> 00:30:05.560

Claire Lynch: And I've worked in a number of different number of different roles where we've had everything from long, slow, moving projects to really, really fast paced high volume tasks.

199

00:30:05.880 --> 00:30:10.289

Claire Lynch: And my experience is it doesn't actually matter which which environment you're in.

200

00:30:10.410 --> 00:30:32.810

Claire Lynch: I separate, though the tactical, from strategic. And what that typically means is, I have a weekly conversation about the or I offer a weekly conversation about the tactical, and this makes sure that it's the tasks. It's making sure that the tasks then don't take over those really important, bigger, bigger picture meetings.

201

00:30:33.540 --> 00:30:56.949

Claire Lynch: because otherwise they do. The strategic is the person related. It's the what's going on. What's going on? It's the well-being chat. Of course, that's not to say that it should only happen once a month. But if it hasn't happened in that duration, that's your structured opportunity as a leader to understand what's going on in the life of your person, what's going on with their development.

202

00:30:57.320 --> 00:31:04.440

Claire Lynch: and that's their personal development as well as their work related development. What do they think about doing next. What opportunities

203

00:31:04.670 --> 00:31:24.459

Claire Lynch: cheers, mark! What opportunities are there for them to think about doing some shadowing or doing some e-learning? Something that's easy can be self-managed to progress towards their next role, which may not help you directly today. It might, it might not. But this is about their understanding what they're interested in doing.

204

00:31:24.910 --> 00:31:48.659

Claire Lynch: It's also about. And as I mentioned earlier, it's also about looking at their annual objectives. There are so many times that there are some times that it's easy. The annual objective is, do this thing every month, and it's like, Well, that's part of the day job. They get that tick in the box automatically by doing their day job. That's fine. That's great. Sometimes there's the project related things, and

205

00:31:48.680 --> 00:32:06.610

Claire Lynch: there's also often in my experience is the behavior side. There's the how you've done the job. And so part of this conversation again, is making sure that they are progressing. The way that we're expecting it's also the opportunity to change those objectives if the project that they were supposed to do is no longer relevant.

206

00:32:07.780 --> 00:32:21.989

Claire Lynch: I don't want them still doing it. I don't want them failing at the end of the year because they haven't done something the business didn't need. I want them to be incentivized to do the things the business does need, that is at the same time going to give them that growth that they need for their development.

207

00:32:22.590 --> 00:32:32.590

Claire Lynch: So these meetings are a chance for you, as the leader to also assess not just the person to reflect on their progress.

208

00:32:32.780 --> 00:32:55.650

Claire Lynch: It's also the conversations about the how and this is where the behavior conversation comes in, and a number of I saw in the poll earlier that there were references to I don't really know how to raise this, and this is where you can absolutely use those objectives or the job description objectives. However, you've got behaviors built in in your organization.

209

00:32:55.660 --> 00:33:05.540

Claire Lynch: you can use those to your advantage. You can say to somebody, How do you think you're doing with this? How do you think you're demonstrating this when it comes to writing up your performance appraisal.

210

00:33:05.650 --> 00:33:13.730

Claire Lynch: How will you demonstrate what examples will you give? How will you frame this to show that you've delivered it? And

211

00:33:14.900 --> 00:33:37.090

Claire Lynch: if you perhaps don't think they're doing it. Then you can use that opportunity to give pointers to give examples where you think that they've maybe fallen through again. This isn't a conversation specifically on how to have difficult conversations. So I'm going to leave it at that. But just really remember that you can use these corporate

212

00:33:38.820 --> 00:33:47.300

Claire Lynch: the things that we have to do as as line managers with with the objectives, with the performance appraisals you can use those to help you lead.

213

00:33:48.200 --> 00:33:59.210

Claire Lynch: So going through. Then, as I said, I tend to have the I offer the tactical meetings on a weekly basis. My, I also have a

214

00:33:59.410 --> 00:34:19.989

Claire Lynch: semi-open calendar policy. So if people need a quick 5 min, 10 min conversation. They know that they can grab me. That's fine. It's the when they come to me with their one page list of things that they need to talk to me about that relate to the here and now. That's why I have those tactical meetings in the diary.

215

00:34:20.670 --> 00:34:28.439

Claire Lynch: and I. I tend to have hour long meetings.

216

00:34:28.480 --> 00:34:57.200

Claire Lynch: Now. It doesn't mean that we have to spend that amount of time, but it does mean that you're not looking at your watch every 5 min. Going. Do I need to sprint now to get to my next meeting in time, especially as more and more of us are coming back into an office-based environment rather than being purely, purely remote. And you've got to factor in them getting to the next meeting room sometimes that's upstairs or different floors. Sometimes these buildings are large.

217

00:34:57.730 --> 00:35:04.049

Claire Lynch: it's it's about giving that time and the respect to the to the person and to the conversation.

218

00:35:04.560 --> 00:35:26.160

Claire Lynch: I don't know about you guys, but I do. I use the very nifty feature that Microsoft has of making 15 min meetings or 25 min meetings. So when I say an hour, they tend to be 50 min, so that then there's a time for a bathroom break, or a cup of tea, or or physically getting to your next meeting. So

219

00:35:26.160 --> 00:35:35.600

Claire Lynch: think about how you can provide that psychological safety with the amount of space time, temporal space that you're creating as well

220

00:35:36.520 --> 00:35:51.520

Claire Lynch: again. They are always scheduled. They can be moved, they can be cancelled if people are on vacation, but they're always scheduled. The number of times I've had people say, don't worry, don't worry. I will come to you. If I need to talk to you.

221

00:35:51.820 --> 00:36:07.159

Claire Lynch: It's not how it works. They come to you when they know it's when they know it's they need to talk to you, and it's usually too late. And from from my perspective as a manager as a leader. I want to know how they're going, not how they've done.

222

00:36:07.670 --> 00:36:09.609

Claire Lynch: And so it's

223

00:36:10.000 --> 00:36:23.739

Claire Lynch: this helps me get a feel for their preparation. If they've got big presentations coming up. I want to be able to do that cheerleader. I want to be able to support them, to be to be their best in that in that meeting.

224

00:36:23.850 --> 00:36:26.755

Claire Lynch: and they've

225

00:36:28.660 --> 00:36:31.700

Claire Lynch: So it's always scheduled. And

226

00:36:32.250 --> 00:36:56.769

Claire Lynch: and if there's literally nothing to discuss, and I'm talking about the tactical meetings here. Then, yeah, fine cancel, because those things, you know you will be picked up in those little ad hoc conversations that happen on a day-to-day basis. Strategic meetings. They happen without fail. Because, as I say, that's the bigger picture that's my opportunity to check in on the person and the bigger picture. So they don't get canceled, they might get rescheduled.

227

00:36:56.800 --> 00:37:02.960

Claire Lynch: And and I'm really flexible. If somebody's got a hospital appointment they can only make on that particular time, not an issue.

228

00:37:03.570 --> 00:37:09.139

Claire Lynch: Their health comes first. Their family comes first, but these meetings are important, so they get rescheduled.

229

00:37:10.020 --> 00:37:11.070

Claire Lynch: And

230

00:37:13.640 --> 00:37:28.200

Claire Lynch: and I just want to go back to very quickly. I just want to go back to the no surprises for me. This is about everything. This is about feedback. It's about timely and objective on behaviors and performance.

231

00:37:28.370 --> 00:37:29.260

Claire Lynch: It's

232

00:37:30.040 --> 00:37:48.419

Claire Lynch: it's about outside issues as well. It's about understanding what's going on for that person. I don't want to suddenly know that they're really unwell, and not have had the opportunity to support them or not have the right opportunity to talk to them about reasonable adjustments. If that's what they need.

233

00:37:48.560 --> 00:38:01.840

Claire Lynch: Yeah, I want to know about inside issues. So inside the workplace, you know, what's going? Do they have any issues with colleagues? Do they have any issues with. So in the team, do they have any issues with people outside the team?

234

00:38:02.500 --> 00:38:16.380

Claire Lynch: You know what they feel. Their workload is like, what they feel. Their challenge is like, are they bored? Are they absolutely flat out and working a million hours a week? But actually, they're bored because it's engaging.

235

00:38:16.930 --> 00:38:24.110

Claire Lynch: You know. What's the I want. I want to understand this from them, and I want feedback from them

236

00:38:24.340 --> 00:38:39.969

Claire Lynch: again. I don't want. I don't want to have my line manager call me in and say I've had complaints about you. I want to be able to know this in real time, so that I have the best relationship I can have with with my team.

237

00:38:40.430 --> 00:39:05.050

Claire Lynch: But it's more than that. It's not just the fear of being walled over the coals, because actually, that's never happened. So I don't know why I even said that, but it's more about the concern of wanting to be the best support I can be for the people who I'm looking after this for me is the pastoral care side of it, or the beekeeping side?

238

00:39:06.040 --> 00:39:31.109

Claire Lynch: I want to know everything from the mechanics to the times, the duration, the style, the location. Would they be better? Would they feel more comfortable going for a coffee and a walk and talk, rather than sitting in a formal office potentially exercise the desk does the style work, does the way I provide information to them. Work does the way I ask them to do tasks work.

239

00:39:31.250 --> 00:39:43.139

Claire Lynch: and every now and then I will do a random anonymous poll that there are so many brilliant leadership questionnaires online now

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00:39:43.280 --> 00:39:57.799

Claire Lynch: that you can pick up half a dozen questions. Send them out, you know, if you've got a team of 2. Clearly, it's not that anonymous. You may as well just have that conversation real time, but if you've got a larger team, send it out. Just say to them, Look, I don't care who says what I just want to know.

241

00:39:57.960 --> 00:40:04.779

Claire Lynch: So yeah, that's elaborating a little bit more on that. And that's it from me. Thank you very much.

242

00:40:05.750 --> 00:40:30.740

Ilana Munckton, Apolitical: That's fantastic. Thank you so much, Claire, and thank you. To both of our speakers. Those were fantastic presentations. We've got loads of questions already coming in via the Chat and the Q. And a. I'll give you a moment just to finish typing up any final questions for our speakers while you're doing that. I just thought I'd share a quick resource that I'm sure will be of interest to all of you on this call, and it's apoliticals. People management for public servants, online course, it's a free, online.

243

00:40:30.740 --> 00:40:39.900

Ilana Munckton, Apolitical: self-paced course, designed to introduce you to all the fundamentals of people management, including individual management and managing a whole team. So

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00:40:39.900 --> 00:41:04.560

Ilana Munckton, Apolitical: my colleague is just going to post a link to that course in the chat. If you'd like to check it out, and we hope you find it very useful. And with that I'm going to jump straight into our questions because we have loads of questions. Also, just to say we'll get through as many questions that you've asked as we can today. The questions that we don't get to. We will look forward to continuing the conversation in the

245

00:41:04.560 --> 00:41:21.579

Ilana Munckton, Apolitical: community that we linked earlier, and we'll come back to that later. I'm going to start with one question for both of our speakers, and that is how this was a pre-submitted question, and it's how would I start the conversation and ask difficult questions?

246

00:41:22.162 --> 00:41:28.100

Ilana Munckton, Apolitical: We'd love to hear your thoughts on that Francine Claire. Whoever would like to to give that a go.

247

00:41:31.430 --> 00:41:32.699

Francine Leriche: Go ahead, Claire.

248

00:41:33.680 --> 00:41:39.000

Claire Lynch: I can kick on off. But apologies. Alana, would you mind repeating the question because I was faffing with the mute button.

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00:41:39.000 --> 00:41:45.279

Ilana Munckton, Apolitical: Of course. Yeah. It is advice for starting the conversation and asking difficult questions.

250

00:41:45.500 --> 00:41:46.080

Claire Lynch: Okay.

251

00:41:49.420 --> 00:41:51.680

Claire Lynch: always a tough one.

252

00:41:52.160 --> 00:41:56.619

Claire Lynch: And there are so many different ways that this could

253

00:41:56.800 --> 00:42:04.199

Claire Lynch: appear that it's really hard to give a generic, all-encompassing answer.

254

00:42:05.540 --> 00:42:22.050

Claire Lynch: I think, I think, though, it is important to split it between. Is it a? Is it a behavior related conversation, or is it a performance? Conversation. Sometimes, obviously they can be linked, but but often they they can be separated. If it's if it if it's

255

00:42:22.210 --> 00:42:27.969

Claire Lynch: performance then I tend to approach it from? Well.

256

00:42:28.550 --> 00:42:48.289

Claire Lynch: I go back to no surprises. So either way, whether it's performance or behavior, performance is sometimes easier. It's about okay, let's make sure that we're all prepared to do these tasks. Let's make sure we're on time to meet these deadlines, whatever it is. And then, when it doesn't happen, you've got the real objective

257

00:42:48.290 --> 00:43:03.910

Claire Lynch: example to have a conversation. If it's something that's being reported to you, you use your one-to-one times, even if it's tactical, you make sure that. Actually, you say to them, Hey, look, I've got something that's a bit more important to talk to you about today. Can we put the other?

258

00:43:04.280 --> 00:43:24.100

Claire Lynch: Can we put the tactical stuff on hold for a minute, because I need. I need to talk to you about some feedback I've received, and you can just say I look, you don't have to. Please don't say who it came from, unless you feel that absolutely a key part of the you can just say a peer or a senior person.

259

00:43:24.510 --> 00:43:47.670

Claire Lynch: But it's about, hey? I received this feedback doesn't sound that great. This is the feedback. Can you tell me about what's going on for you. So that goes back to that curiosity. I mentioned behaviors. As I say, I would link it back to the objectives and influence conversation unless it's of significant enough nature that you need to raise at the moment.

260

00:43:53.635 --> 00:44:02.260

Francine Leriche: I think I would add, or the way I would answer, sort of that is that, especially when it comes to difficult subjects.

261

00:44:03.340 --> 00:44:09.559

Francine Leriche: I like to phrase things, whether it's from the manager side or the employee side in terms of need.

262

00:44:10.570 --> 00:44:19.960

Francine Leriche: So if I'm the manager, then I might say something like, you know, we all need to respect each other in the workplace.

263

00:44:20.220 --> 00:44:25.649

Francine Leriche: and that's not happening here, right? Or we need to meet our deadlines.

264

00:44:26.290 --> 00:44:28.419

Francine Leriche: But that's not happening here.

265

00:44:29.308 --> 00:44:31.419

Francine Leriche: From the employee side.

266

00:44:31.540 --> 00:44:39.870

Francine Leriche: you know, I need to have some discussion about my performance and where and my development possibilities, because I feel like I'm stagnating

267

00:44:40.040 --> 00:45:01.480

Francine Leriche: right? So when you talk about the needs 1st of all, it's not emotional, right? It it sort of gives the impression that you've thought about this right? There is something that you have a requirement to function or to get a job done. And that's not happening. It's also much more difficult for the other person to ignore it. When you put things in terms of a need.

268

00:45:02.720 --> 00:45:11.330

Francine Leriche: Big time tip, for when you're talking about accommodations right? I need this, I need more support around.

269

00:45:11.550 --> 00:45:18.260

Francine Leriche: you know the way the emails are flying nonstop all day. Whatever the case is, if you have a need

270

00:45:18.750 --> 00:45:24.529

Francine Leriche: focus on the need that's not being met. That makes those difficult conversations much easier.

271

00:45:24.830 --> 00:45:35.419

Francine Leriche: and I will say, just so, everybody knows. I threw my slides into the resource tab. So if you go under documents, they're there. And I also have to declare that I

272

00:45:35.880 --> 00:45:51.670

Francine Leriche: creatively lifted that psychological safety table that everybody is trying to get at from a certain search engine, so I claim no responsibility for that. I lifted it. But I think it's fabulous. So please, please, yes, engage in the future with that.

273

00:45:52.060 --> 00:45:53.320

Francine Leriche: Thanks, Alana.

274

00:45:53.619 --> 00:46:21.189

Ilana Munckton, Apolitical: Brilliant thanks. So much, Francine, for sharing that, and to to both of you for that feedback I like that framing on unmet needs. I think that's really helpful. I'm gonna go into the next question. And I'm gonna go with this one and it. There's a few questions that have come in from an employee. Perspective. This is the 1st and someone asked, What if there's no follow through from the manager. After a 1 to one. What can you do

275

00:46:21.780 --> 00:46:23.310

Ilana Munckton, Apolitical: so? I'd love to hear some thoughts.

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00:46:24.860 --> 00:46:35.930

Francine Leriche: I think that's where you can again go back to. That needs right? So let's say ideally, you're having your one on ones on a regular schedule whatever that is, every 2 weeks every month. Whatever the case is.

277

00:46:36.200 --> 00:46:40.360

Francine Leriche: if you're bringing something forward that's just getting dropped

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00:46:40.490 --> 00:46:47.749

Francine Leriche: afterward, then you go into one of those meetings and say, You know, I need to talk about this, and we haven't made any headway on it.

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00:46:47.890 --> 00:46:50.119

Francine Leriche: and I would really like for us to address this.

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00:46:56.600 --> 00:47:18.629

Ilana Munckton, Apolitical: Great advice. There's another similar question, and I think that applies here as well. But I'm I'm gonna share it in case you'd like to add either of you any additional nuance to this one, which is, what can I do myself to have effective one to ones with my line manager, for example, if they're not very supportive, a manager who doesn't focus on development or just a 1 to one that's just not working.

281

00:47:25.100 --> 00:47:28.880

Claire Lynch: Fortunately we can't force people to be or do

282

00:47:29.210 --> 00:47:36.410

Claire Lynch: what we want, so there will always be those managers out there who don't care.

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00:47:36.990 --> 00:47:40.379

Claire Lynch: That's really sad to say, but that is the reality.

284

00:47:41.390 --> 00:47:45.600

Claire Lynch: What I would be saying is, you have to look after yourself, and

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00:47:45.770 --> 00:47:48.629

Claire Lynch: and you might have to find some other way of doing it.

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00:47:49.490 --> 00:48:06.030

Claire Lynch: Now I come at things with quite a literal approach, so I would be really interested in hearing Francine's take on this, but I would be saying, if this were me, I would be saying, right, okay, clearly, with this manager. It is a tick box exercise. I just need to get through this. I need to protect myself

287

00:48:06.070 --> 00:48:33.939

Claire Lynch: in the context of my annual appraisal. So I need to make sure that I focus on that side of things with this particular line manager and maybe reach out to somebody else in the

organization for the pastoral care. Is there somebody? Do you have an official mentoring program. Can you ask for a mentor? Is there a more senior manager who you get on well with, who you can ask for some mentoring

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00:48:34.110 --> 00:48:39.210

Claire Lynch: to get that development. And the more democracy side of things.

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00:48:39.500 --> 00:48:45.059

Claire Lynch: we cannot expect one person to give everything. If that's just not in there, they're still Saturn.

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00:48:47.320 --> 00:49:03.989

Francine Leriche: Yeah, thanks, Claire, that's a really good point. And I would agree. And I was just about to say, you don't always have to go to your manager right? I mean. Yes, there are certain things obviously you have to do through them. But when it comes to mentorship, feedback

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00:49:04.110 --> 00:49:08.890

Francine Leriche: learning opportunities. Right? Employee networks

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00:49:10.083 --> 00:49:18.690

Francine Leriche: like apolitical. The number of apolitical things I read, comment, right, participate webinars, articles. Whatever.

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00:49:18.690 --> 00:49:40.339

Francine Leriche: I actually have found a lot of work satisfaction in my contributions and work here at Apolitical. I also belong to some employee networks at the Ops. Nerd is the neurodivergent one. We have a mindfulness group. You know, all kinds of different employee networks, mental health communities of practice

294

00:49:40.580 --> 00:49:45.269

Francine Leriche: that can really help you diversify.

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00:49:45.380 --> 00:49:49.569

Francine Leriche: You know what I mean, your input so that your only source of input is not your manager.

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00:49:50.165 --> 00:49:51.889

Francine Leriche: But it also kind of

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00:49:52.080 --> 00:49:56.950

Francine Leriche: takes a little bit of load off that manager, because, quite frankly, managers have a lot to deal with.

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00:49:57.432 --> 00:50:08.129

Francine Leriche: And I think, as employees we need, we do need to take a little bit of responsibility for seeing what's available and exploring options. If we're not happy.

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00:50:08.390 --> 00:50:15.070

Francine Leriche: whether that's other workplaces, whether that's other support systems, whatever the case might be.

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00:50:18.530 --> 00:50:42.360

Ilana Munckton, Apolitical: I loved hearing that, and and thank you some really good advice. Once again I'm going to go into another question, and this is back from the point of view of the manager, and this was a pre-submitted question from one of our attendees, and the question is, how would I check the progress of tasks without looking like I'm micromanaging. How do I incentivize ownership of those tasks?

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00:50:47.040 --> 00:50:51.440

Ilana Munckton, Apolitical: Give you a moment to think through that a very hard balance to get right.

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00:50:52.610 --> 00:50:55.720

Claire Lynch: It is, and it

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00:50:56.330 --> 00:51:10.639

Claire Lynch: again, there can be such a wide range of tasks. I'm going to make the assumption that these are not little. Just turn the handle turnover things. These are bigger, these are bigger picture.

304

00:51:10.790 --> 00:51:11.880

Claire Lynch: So

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00:51:13.290 --> 00:51:26.379

Claire Lynch: be curious. You know. How are you getting on with that? Have you got any stumbling blocks. Are you getting information from everybody who you need to, hey? I'd love to see how it's going

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00:51:26.670 --> 00:51:43.769

Claire Lynch: you can be. You can be curious without micro without taking over the micromanaging comes when you try and change what they're doing, as well as obviously the the constant attention to detail that they wanted to know more detail.

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00:51:44.200 --> 00:51:49.710

Claire Lynch: But if these are bigger pieces of work, I would say

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00:51:50.720 --> 00:52:02.590

Claire Lynch: you can't. You can't afford to wait until the very end, because if things haven't worked out quite right, it's too late. By then you're at the deadline, and you don't have the finished products. So

309

00:52:02.900 --> 00:52:18.550

Claire Lynch: maybe the other way of doing it again. No surprises is to agree upfront. What is your check-in process going to be? Okay? I think this is a 3 month task. How are we going to communicate about this? These seem to be the really important stages of the piece of work.

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00:52:18.970 --> 00:52:41.080

Claire Lynch: you know. Let's let's put in some time to talk about them in the, you know, put in specific meetings to talk about that particular, that particular task, and if they aren't ready, then you can have that conversation at the time, and if you've got comments on the content or direction they're taking.

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00:52:41.170 --> 00:53:03.310

Claire Lynch: I'll go back to Francine's. This is what we need. This is not a me wanting you to do it in a certain way. Remember, this is the objective of this task. Remember, these are the audience members. What are they going to need? Do you think you've answered the question so you can be curious. You can be helpful and supportive, I think, in those ways.

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00:53:08.110 --> 00:53:16.769

Francine Leriche: Yeah. And going back to what Claire said earlier? Right? Those are the more tactical things like, as a general rule, I do not discuss

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00:53:16.900 --> 00:53:21.390

Francine Leriche: projects and workload and workflow and things like that in one on ones.

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00:53:22.890 --> 00:53:32.059

Francine Leriche: Now I will ask if it's a high volume. Time workload wise. I will check in on people's mental health absolutely to see how they are doing.

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00:53:32.230 --> 00:53:36.459

Francine Leriche: But the way I look at it, one on ones are not.

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00:53:36.640 --> 00:53:48.089

Francine Leriche: They're about the person. Right? That's their dedicated time. So unless I have a need to address an issue with them around performance around, you know, behavior, something like that.

317

00:53:48.701 --> 00:53:58.659

Francine Leriche: That's not to say you can't have those work related conversations, but make sure that's kind of the Round Table at the end. If you have time left over not taking over

318

00:53:59.776 --> 00:54:02.280

Francine Leriche: before more strategic conversations.

319

00:54:04.680 --> 00:54:29.630

Ilana Munckton, Apolitical: Fantastic. Thank you both. I think we've got loads of questions that folks have submitted, but I think that is all we have time for today we'll follow up with more questions and a space to continue that conversation. But for now I just want to thank both of our speakers and ask everyone to join me in giving Claire and Francine a virtual round of applause in the room. And similarly, thanks

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00:54:29.630 --> 00:54:54.349

Ilana Munckton, Apolitical: to you, the attendees for investing in this topic, and being so engaged, the team is going to just quickly pull up a poll to find out how you felt about today's session. And that's really important to us. It helps us continue improving our content and make sure that these events are valuable to you. So we really appreciate. If you could just take one moment and let us know, on a scale of one to 10 your agreement, whether or not this event was a valuable use of your time.

321

00:54:54.540 --> 00:55:20.320

Ilana Munckton, Apolitical: as I indicated, the conversation isn't over, doesn't end here. We're going to keep sharing ideas and challenges and questions in the managing people in public service community. I could see a number of you have joined us already, which is great. So speaking of which, I just want to issue a special thank you to everyone who's joined us today, we're going to give you all access to a completely new piece of content that we've produced to supplement this event. Specifically.

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00:55:20.320 --> 00:55:45.310

Ilana Munckton, Apolitical: it's a 1-to-one meeting agenda template that you can use, including some of the tips over the past hour condensed into one handy. One page document that you can try out in your next one-to-one if you'd like a link to this. If you just head to the managing people in public service community, there is a post that I've made that is pinned to the top of the community thread or community feed. Just drop a comment in the thread, and we'll make sure that

323

00:55:45.310 --> 00:55:52.720

Ilana Munckton, Apolitical: you get a link after the event, my colleagues just dropping a link in the chat now as well, so you can find that easily.

324

00:55:52.790 --> 00:56:21.300

Ilana Munckton, Apolitical: But that is all we have time for today. I really hope you found today's session as useful and helpful as I know that I did. And again a huge. Thank you to everyone who's made today happen, and for taking some time out of your very busy days, if you keep an eye out for an email coming your way with today's recording and resources, and we hope to see you at another apolitical event very, very soon. Have a great day. And thank you so much. Goodbye.