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Tips on Managing Diverse Teams Effectively

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Managing Diverse Teams

- *Common concerns and issues which arise when managing diverse teams.*
- *Some ideas for 'quick fixes' to help address these challenges*
- *Ideas that can feed into longer term strategies*



Line managers are responsible for

- Creating an inclusive culture
- Treating staff fairly
- Taking prompt action on inappropriate behaviour
- Taking complaints, both informal and formal, seriously
- Role modelling appropriate behaviours

Four common issues

- 1) Managers not giving performance feedback to staff who are 'different' to them, for fear of being accused of discrimination
- 2) Not addressing staff (or other managers) behaviours because the employee/s who raised concerns don't want to be named
- 3) Not recognising how personal unconscious bias is impacting/potentially impacting team dynamics
- 4) Mistaking what is actually bullying behaviour for 'firm' management



IDEAS

1. Managers not giving performance feedback to staff who are 'different' to them, for fear of being accused of discrimination

Encourage managers to give feedback from start and for all issues – no 'I'll wait until they settle in'

Also, make clear that initial 'vague' or general feedback is allowed

Notes are essential from the start – can be brief but notes of all feedback – so not a shock when notes are needed when things start to 'go wrong'

Senior staff, and support teams, asking for feedback

2. Not addressing staff (or other managers) behaviours because the employees who raise the issues don't want to be named

Encourage manager's to make an effort to notice themselves, then address

'Team' reminders – Dignity Policy in team meetings

If a general issue in front of others – raise it anyway (tell the person reporting it that is the plan)

3. Not recognising how personal unconscious bias is impacting/potentially impacting team dynamics

'Stop and Think' messages

Take time and encourage reflection/sharing in management groups

Data and perception

4. Mistaking what is actually bullying behaviour for firm management.

Clear and
'public'
messaging

Dignity always
raised
management
groups

Training
Education
Discussions
Group/121

...but ensuring all managers know:

It's okay to state expectations – and ideally stated early

It's okay to remind staff of consequences of actions

It's okay to request changes

All above stated clearly, with notes taken and without bullying or treating the staff member as if they 'are a child' - a common allegation

Additionally...

Open,
appropriate
challenging by
senior
managers

Senior people
asking for
feedback from
staff

Ensuring it is
known that it
is okay to
apologise

Additionally...

Feedback
doesn't have
to be
immediate

Recognition of
micro-
aggressions

Publicised
values, lived
by senior staff



It's worth
remembering –
and spreading
the message -
that
**feedback is
a gift**



Thank you

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