



The Case for Developing our Managers and Leaders

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The Case for developing our managers and leaders

- What does LawCare's 2025 report Life in the Law report say?
- What is the case for developing management and leadership capabilities?
- What are the key responsibilities of those in people management roles?
- How can we develop our people managers?
- How can managers build good working relationships with those they are managing?

What is the case?

When people are supported, recognised and valued, the workplace becomes more...

- positive
- productive
- protective of mental health and wellbeing

What do you see as a reason to develop management skills?

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Line manager's need to...



- Create and maintain safe, comfortable, inclusive and respectful workplaces
- Communicate regularly and openly
- Agree expectations of performance and behaviour
- Role model desired behaviours
- Give regular balanced feedback on performance and behaviour
- Coach to build performance

What is the “the number one thing” you want from your line manager?

Inclusive and Healthy Leadership Programme

- Interactive programme to develop key people management skills
- 4 x 90-minute sessions run virtually
- The Foundations of Inclusive Leadership
- Supporting Wellbeing at Work
- Inclusive Performance and Workload Management
- The Manager and Leader as a Coach



Please email Dani Duric for more information – dduric@focalpointtraining.com

Building open, trusting relationships

- Be consistent
- Demonstrate fairness in interactions with others, adhering to facts
- Maintain confidentiality even under pressure
- Accept responsibility for outcomes of own actions
- Work to understand not just what the other person's viewpoint is, but also why
- Listen attentively
- Keep an open mind
- Reflect on your own communication



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It takes conscious effort to see things from another's point of view. Practising these key skills will help you develop empathy...

Working to understand not just **what** the other person's viewpoint is, but also **why**. Use open, non judgmental questions to gain greater understanding.

Listen attentively. Many of us only achieve "surface listening" – hearing the words or maybe only a selection of the words someone says. Real empathic listening is about "listening between the lines" – being alert to tone, non verbal signals and what is not being said, as much as what is being said.

Keep an open mind. It is so easy to make assumptions about a person or a situation based on a few pieces of information. Empathy is about holding back from jumping to conclusions and genuinely working to understand the other person's perspective.

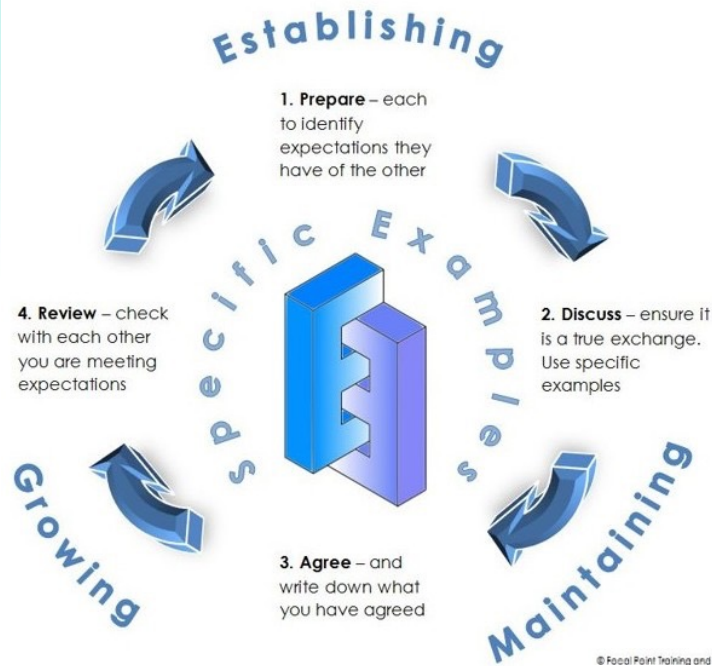
Reflect on your own communication. Even if we consider ourselves to be quite self aware, research suggests we are not great at assessing our own Emotional Intelligence. Seek feedback from others around you "How do you think that conversation went?" "How do you think I come across in team meetings?" "How did you feel when we were discussing X and I said Y?"

We should be particularly alert to neurodiverse team members' needs – many with Autism for example have heightened emotional empathy and hypersensitivity to negative emotions. Working to understand their experiences and how this may impact them is key to developing our own empathetic approach

<https://www.attwoodandgarnettevents.com/blogs/news/understanding-empathy->

[and-autism](#)

Exchange of Expectations



To be able to build truly open and honest relationships at work we need to understand what is important to the other person/people and what they expect from us. Our exchanging expectations model is a simple, practical way to create working relationships based on understanding and trust.

It creates clarity and helps prevent issues arising. It isn't contractual but it allows people to move from Job Description to 'how do we will work together and go about things'

- **Prepare** - Allow time for each person to identify the expectations they have of the other person.
- **Discuss** - Ensure it is a true exchange. Specific examples must be used to ensure clarity on both sides.
- **Agree** - Write down the expectations that have been agreed in order to have something to refer back to.
- **Review** - Check with each other that expectations are being met. Reviews should happen regularly as relationships are not static.

This part is critical - once expectations are agreed you need to show you are both doing what you said you would - this builds huge trust

Exchanging expectations gives a forum to understand more about the other person's communication style - for example how they like to listen, what style of questions work for

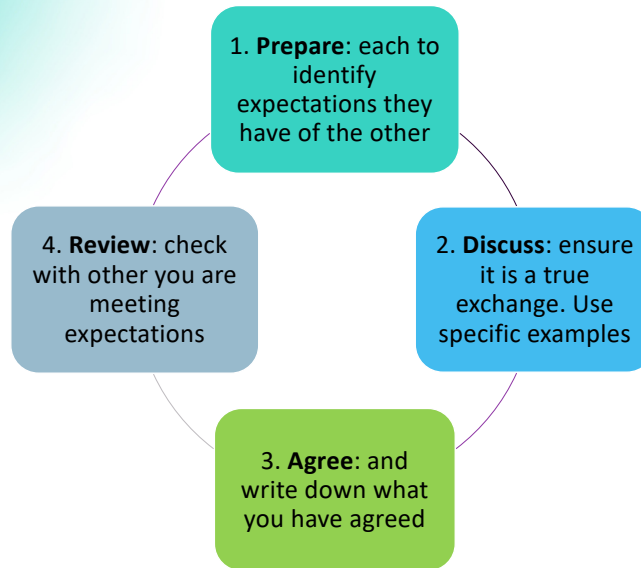
them, how they like to receive feedback, how they process information and approach problem solving

For example

- Understanding that an extrovert might “talk their ideas out loud” as a way to help them think
- An introvert may need time to say nothing while they reflect
- Someone with a neurodivergent condition may listen differently – by moving around or their gaze wandering. They may also find too many big open questions overwhelming

The important thing is to ask, not make an assumption and misinterpret what is going on

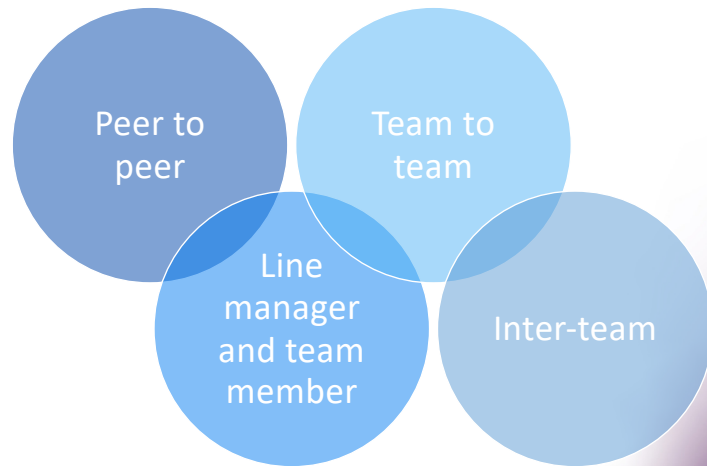
Exchange of Expectations



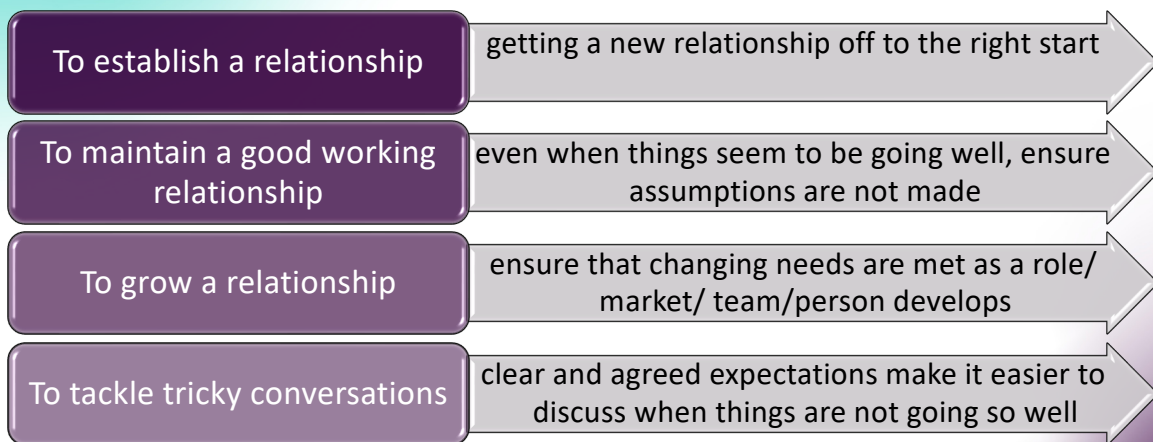
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Exchanging Expectations

It can be used to
build the
foundations for any
working
relationship



When to Exchange Expectations





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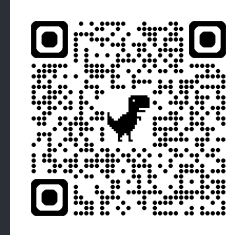
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thank you

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If you have any questions or would like any further help or advice, please contact us on:

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[Focal Point Website](#)

And to keep up to date with the latest research, opinion and resources in managing behaviour and creating inclusive workplaces, follow us on

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