

# Manual for managers

Ga in gesprek met je mensen (1 op 1 of in teamverband) over het onderwerp Sociale veiligheid. Geef zelf het goede voorbeeld en stimuleer anderen dit ook te doen. In deze handleiding voor leidinggevendenden vind je tips en tools om concreet mee aan de slag te gaan, maar ook welke hulplijnen je in kunt schakelen indien nodig.

THIS IS US



What issue would you like to raise?

What can you do?

What can help you?

Who can help you?

1 on 1

## Someone comes to you:

- To discuss a personal bad experience regarding manners.
- To report undesirable behavior they have observed in others.
- Because their behavior has been challenged.

1. Make time to listen attentively and with compassion.
2. Find out what the other person needs.
3. Ask if the incident has already been discussed with those involved. If not, encourage them to do so, alone or together with you.
4. If desired, talk to everyone involved and look for a solution together.
5. Make agreements and follow up on them.
6. If someone does not want to take action, but you think it is necessary, see what is possible with the consent of the person(s) involved to prevent recurrence.
7. Remain objective, the accused person also their side to the story.

- Postpone your judgment.
- Listen, summarize, dig deeper ([LSD](#)).
- Ask open-ended questions (who, what, where, when, how).
- Use feeling reflection. This shows that you take the other person's feelings and emotions seriously (e.g. "I see that you are emotional, how are you doing now?")
- Use the [STARR method](#) to clarify the situation. Pay attention to the factual information as well as to emotions and feelings (see also the [IPIG model](#)).
- Be aware of your own [communication style](#), the style of the other person and the style needed in this situation.

If you are unable to find a solution, explain the situation to another manager, someone from the MT or Division Management. If you find this difficult, ask the [P&O partner](#) of your division/directorate for help.

You can also always contact the counselor at the [Bureau of Ombuds and Confidential Matters](#)

## You yourself observe undesirable behavior and must intervene, if only because of your position.

1. Clearly specify which behavior is not acceptable and give concrete examples.
2. Indicate why it is not acceptable and what effect the behavior has on you and/or those involved.
3. Allow the other to respond.
4. Indicate which behavior you do expect and discuss the solutions or actions to be taken.

- Use the [rules for providing feedback](#).

If you find this difficult, ask help from another manager, someone from the MT or Division Management. You can also ask advice from the [P&O partner](#) of your division/directorate.

Team

## You want to bring up the theme of misconduct for discussion in your department or team.

### Options:

1. **Quick and easy:** During the daily start, coffee break, meeting about WPS results or other regular consultation.
2. **In more detail:** Scheduled longer dialogue about this theme.

### See toolbox for staff members on the website:

- [Manual](#) for conducting a dialogue
- I'm not judging you, am I? dilemma game ([DU/ENG](#))
- The game 'Should be OK' ([NL](#)) / ([ENG](#))
- E-learnings to complete together

Do you have any questions or do you need help? Send an email to [ditzijnwij@umcutrecht.nl](mailto:ditzijnwij@umcutrecht.nl)

Personal experience

## You have personally had a bad experience and want to talk about this with someone.

Go to the website [This is us](#) and follow the steps that match your situation.

- Goodhabitz training '[Undesirable behavior tackled](#)' may provide more insight into how you can act.

Your manager is your first point of contact. If this does not provide a solution or does not feel right, you can contact a counselor of the [Bureau of Ombuds and Confidential Matters](#).