



Employment Law Update

14th November 2023

PROGRAMME



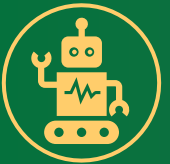
Breakfast Networking



Housekeeping



Law Update Kate Booth



AI Overview Sarah Harrison



Imposter Syndrome Vanessa Scrimshaw

NEW
DAWN
RESOURCES

Law Update

Kate Booth – Director HRBP

Read on for the key points from our employment law update presentation.

| Holiday Pay



Holiday



Harper Trust v Brazel – a quick recap:

- Supreme Court ruling, July 2022.
- Banned the percentage method for calculating holiday entitlement for part year/ zero hour workers (e.g. 12.07% of all hours worked).
- Held we should be using the calendar week method, which gives all staff a minimum of 5.6 weeks' holiday.
- Confirmed holiday pay should be based on an average weeks' pay, calculated over the last 52 weeks.
- Confirmed that when calculating the average, we must **exclude** any weeks of zero pay (and should exclude any weeks of statutory pay).

Holiday



Government Consultation – update:

- Government responded to concerns that Harper Trust v Brazel ruling could mean that part year workers may receive holiday pay, disproportionate to the hours worked and to their full year colleagues' holiday pay.
- Consultation launched January 2023 and closed 9th March 2023.
- Results published 8th November 2023.
- It covers a range of issues, including the Harper Trust v Brazel case.

Holiday



Government Consultation – key points:

- Plans to reintroduce the percentage method for calculating holiday entitlement for workers who work irregular hours or part of the year (such as zero hour workers).
- This means that you can go back to calculating their holiday on the basis of 12.07% of the hours they work if your basic holiday entitlement for full time staff is 5.6 weeks/ 28 days per year.
- You may need to use an adjusted percentage if your basic holiday entitlement for full time staff is more generous. We can help you calculate the percentage you need to use.

Holiday



Government Consultation – key points:

- Plans to reintroduce rolled up holiday pay for workers who work irregular hours or part of the year.
- Rolled up holiday pay allows you to pay out holiday pay as it is earned.
- We're waiting for the new legislation, so don't do anything yet.
- It should permit you to pay an hourly rate that includes holiday pay.
- If it does, the hourly rate will need to be calculated on the basis of at least national minimum wage for the hour of work plus at least 12.07% for the holiday entitlement.
- If national minimum wage is £11, the rolled up hourly rate would become £12.24.

Holiday



Government Consultation – key points:

- You will need to make clear in writing that the hourly rate includes holiday pay, and we'd recommend highlighting this in payslips.
- When using rolled up holiday pay, the employee is not paid during any time off – it is their responsibility to put some pay aside to cover holiday leave.
- You will **not** be permitted to use this for staff on regular hours who work all year – they must be paid at the time they take their holiday to encourage them to take sufficient rest through the year.

Holiday



Government Consultation – key points:

- The statutory minimum holiday entitlement will remain at 5.6 weeks.
- The government has rejected proposals for the full 5.6 weeks to be paid on the basis of “normal” or average pay.
- You must continue to pay at least 4 weeks on the basis of average pay – including commission and overtime.
- You can choose to pay the remaining 1.6 weeks on the basis of basic pay.
- If you allow more holiday in your contract, you can decide how you pay anything over the 5.6 weeks.

Legislative Changes



Carers Leave



The Carers Leave Act has received Royal Assent.

It inserts wording into the Employment Rights Act, which empowers the government to make regulations covering carers' leave.

We're waiting for the regulations...

We know:

- A "dependent" includes:
 - A spouse, civil partner, child or parent of the employee;
 - Someone who lives in the same house as the employee, other than as a lodger or employee.

Carers Leave



- A dependent has a “long-term care need” if:
 - They have an illness or injury (physical or mental) that requires or is likely to require care for more than 3 months;
 - They have a disability for the purposes of the Equality Act (next slide);
 - They require care for a reason connected with their age.
- The amount of carer’s leave permitted under the regulations must be at least one week’s leave in any period of 12 months.
- The leave can be unpaid.
- An individual must not be subjected to a detriment for taking carer’s leave and all of their usual terms of employment should continue – except terms relating to pay.

Carers Leave



A disability is defined in the Equality Act as a physical or mental impairment that has a substantial and long-term adverse effect on the individual's ability to carry out normal day-to-day activities. Here, long-term means it has lasted or is likely to last at least 12 months, and a substantial adverse effect is anything more than trivial.

The regulations should add more detail including how a request for carer's leave should be made and whether an employer can refuse or postpone a request. They will also give us a date for when the right to take carer's leave will come into force – this is expected to be April 2024.

Flexible Working Requests



The Employment Relations (Flexible Working) Act has received Royal Assent.

This Act has introduced changes to the Employment Rights Act, but it doesn't include everything we were expecting.

What we have:

- The number of requests an employee can make in a 12 month period has increased from 1 to 2.
- The timescale for dealing with a request (including any appeal) has reduced from 3 months to 2 months.

Flexible Working Requests



What we're waiting for:

- The removal of the requirement for 6 months' continuous service before making a flexible working request, making this a day 1 right for employees – meaning it will apply to new-starters.
- A date for when any of these changes come into force – this is expected to be April 2024.

Predictable Working Requests



The Workers (Predictable Terms and Conditions) Act has also received Royal Assent.

This allows workers and agency workers to request a predictable working pattern.

We expect:

- A cap of 2 requests in a 12 month period.
- A right to refuse a request, likely to be similar to flexible working rules.
- The timescale for dealing with a request is likely to be 2 months.

Predictable Working Requests



What we're waiting for:

- Reports indicate a requirement for 6 months' continuous service will apply.
- A date for when any of these changes come into force – this is expected to be April 2024.

Note: for both flexible working and (we believe) predictable working requests, you may turn down a request where you're not able to accommodate it due to the needs of the business. However, you must follow the legal process for considering the request and may wish to take advice on this.

Neonatal Care Leave



The Neonatal Care (Leave and Pay) Act has received Royal Assent.

It inserts wording into the Employment Rights Act, which empowers the government to make regulations for neonatal care leave.

We're waiting for the regulations...

We know:

- The right applies where the child has required neonatal care (without interruption) for at least 7 days starting within 28 days of their birth.
- Employees will be entitled to take up to 12 weeks leave.
- The leave must be taken before the end of 68 weeks after the child's birth.

Neonatal Care Leave



- The right to take leave is a day 1 right.
- The right to take leave with pay requires 6 months' service.
- The rate of pay is likely to be at the same statutory rate for maternity pay/ paternity pay/ adoption pay etc.
- An individual must not be subjected to a detriment for taking neonatal care leave and all of their usual terms of employment should continue – except pay.
- It is not expected to come into force until April 2025.

Protection from Redundancy



The Protection from Redundancy (Pregnancy and Family Leave) Act has received Royal Assent.

It inserts wording into the Employment Rights Act, which empowers the government to make regulations for protection from redundancy.

We're waiting for the regulations...

What we know:

- Protection will apply to pregnant employees, employees who have recently suffered a miscarriage, and employees on and returning from maternity/ adoption/ shared parental leave.
- We expect protection to last from notification of pregnancy until the child is 18 months old – i.e. up to 6 months after return to work.

Protection from Redundancy



- The protection is an extension of the current protection – which gives an employee a priority right to be offered suitable alternative employment if their role is redundant.
- We're waiting for more information about how this protection may work in practice.
- It's not expected to be in force before April 2024 – and may be longer.

Other changes



Fertility treatment – plans to give employees the right to take time off work to attend appointments related to fertility treatment. The bill is still in the House of Commons.

Miscarriage leave – plans to give employees the right to take a period of paid time off work in the event of a miscarriage. This will apply to loss of pregnancy that is less than 24 weeks gestation. Loss after this date already enables the employee to take maternity leave. Again, the bill is still in the House of Commons.

Restrictive Covenants – the government has announced an intention to limit restrictions to 3 months.

Other changes



Sexual Harassment – new laws are set to come into force in October 2024, which will place a statutory duty on employers to prevent sexual harassment in the workplace. The new rules are expected to require employers to be more proactive, to allow the Tribunal to uplift awards of compensation by up to 25% if they're not, and to authorise the Equality and Human Rights Commission to bring claims to enforce the duty.

Strikes – it is now unlawful to use agency staff to cover strikes, but you can directly engage temporary staff or you can move staff around internally.

Labours 7 Point Plan



Angela Raynor has set out a plan for increasing employment rights, including:

- Bringing back collective bargaining through “fair pay agreements” which will see official bodies negotiating minimum terms and conditions binding on all employees in a sector – with the priority being the social care sector. This could affect pay, pensions, working time, holidays, health and safety, and training.
- A ban on fire and rehire – this practice is used in exceptional circumstances to change someone’s contractual terms where it is not possible to do so by consultation and agreement and already carries a risk of an unfair dismissal claim.

Labours 7 Point Plan



- Removal of continuous service requirements for employment rights, including the requirement for eligibility for unfair dismissal rights.
- Ban on zero hour contracts – allowing employees to request a contract that reflects their actual hours after 12 weeks' service.
- Repeal of legislation requiring 50% of union members to vote in a ballot for strike action.

Labours 7 Point Plan



- Introduction of a “right to switch off” that would require employers to have a policy on ensuring that employees working from home are not expected to be contactable out of hours.
- National Minimum Wage – in 2022 Labour called for NMW to be a minimum of £10 per hour, and the Tories set it at £10.42. Commentators expect Labour to press for more increases and a ban on unpaid internships that are not part of a recognised educational course.

| Learning Points from Cases of Interest



Unfair Dismissal

Smith v Abellio East Anglia Limited t/a Greater Anglia

When conducting an investigation:

- You must investigate what the employee puts forward as their defence – this may mean interviewing witnesses who can provide relevant evidence, something Abellio failed to do.
- You should share relevant documents with the accused employee to enable them to understand what investigation has taken place and prepare for the disciplinary hearing.
- You should put all allegations to the employee in full and allow them to respond to them – in this case, Abellio concluded that Mr Smith had lost concentration at the moment he crashed a train but they never put that allegation to him.

Disability Discrimination

Mr Campbell v South Lanarkshire Leisure and Culture Trust

When conducting an investigation, you must consider whether an employee's disability/ health condition may put them at a disadvantage and consider reasonable adjustments to help address that disadvantage.

In this case, Mr Campbell had a history of stress and anxiety, but no adjustment were made:

- He asked for the questions he would be asked in advance – this is not always reasonable but should be considered where an employee may be at a disadvantage due to neurodiversity or mental health.
- He was asked 134 questions, in a 4 hour meeting, with no break. This would be too much for any employee.
- He was denied the opportunity to add to/ amend the investigation meeting notes – even though the investigation officer had misinterpreted some of his answers.
- He was denied the opportunity to add supplementary information.

Disability Discrimination

Withers v Halfords

If you have an employee who may be at a disadvantage at work due to a health condition or disability, you should take advice, do a risk assessment and consider reasonable adjustments.

In this case, Halfords did this, but the reasonable adjustments were not made at local level. This shows the importance of good communication from HR to management.

One particular adjustment shows the importance of reaching fair and informed decisions. Mr Withers was an MOT tester. He asked to stop working on HGVs and low sports cars because he had cerebral palsy and found these vehicles difficult due to his restricted mobility and pain. His manager turned his request down on the basis that all MOT testers needed to be able to work on all vehicles in order for work flow/ flexibility/ efficiency. However, he could not back this up. The Tribunal held that Mr Withers only spent 10-20% of his time on HGVs/ low sports cars and so this work could easily be reallocated.

This case also shows the importance of having clear policies, that are available to employees.

Halfords did not have a clear policy for managing sickness absence. Mr Withers received a "record of improvement" after 3 absences, but this was not clearly explained to him and he didn't know what it meant – leaving him in fear of losing his job.

In addition, the Tribunal concluded that Halfords did not have a functional policy or training in place for equality and diversity, and were critical of this.

NOTE: if you would like us to review or draft policies for you, or provide training³¹ to your teams, just let us know.

Disability Discrimination

Aecom Limited v Mallon

If you receive a job application from someone who requests an adjustment to your recruitment process, consider why they might be asking for this and whether you can make the adjustment.

Mr Mallon has dyspraxia. He told HR this and asked if he could complete an oral application over the phone instead of filling in an online form, which would be difficult for him. The response from HR was that he should fill in the online form, but let Aecom know which parts of the form he was finding difficult so they could provide assistance if necessary.

The Employment Tribunal concluded that HR should have called him to discuss reasonable adjustments and awarded him £2,000.

Age Discrimination

Gregory v Petro Trace

If you have concerns about an employee's performance, you must speak to them and document the concerns. If you fail to do this both the employee and the Employment Tribunal are entitled to assume that the employee's performance is satisfactory.

Mr Gregory dismissed in 2021. He was told it was due to a lack of work, but no procedure was followed.

Mr Gregory claimed unfair dismissal and age discrimination. Petro Trace defended on the basis that his dismissal was due to redundancy and/or poor performance.

As no redundancy procedure was followed, the Employment Tribunal concluded that (i) there was not a genuine redundancy situation and (ii) any award of compensation to Mr Gregory could be uplifted by 25%.

As there were no documented performance concerns, the Tribunal concluded that this was not the real reason for dismissal.

In disclosure, emails revealed the following comments were made about Mr Gregory in the months before his dismissal:

- He is not "showing good performance" and is "expensive".
- He "is far over 60 years old and I am sure he doesn't have a shortage of money".
- "He is not a young person and I believe he is a pensioner".
- A reply cited a need to replace Mr Gregory with "younger and more active experts".

There were further comments about Mr Gregory's performance, but these had never been raised with him.

The Tribunal concluded that the main or principal reason for dismissal was Mr Gregory's age, his claims succeeded and he was awarded £340,000.

Menopause

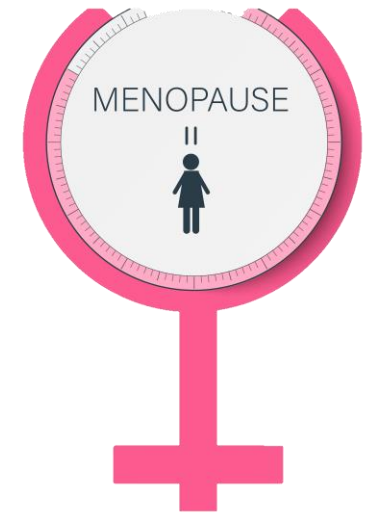
Rooney v Leicester City Council

Mrs Rooney was a social worker with Leicester City Council.

She brought a claim on the basis that her perimenopausal symptoms amounted to a disability.

Her symptoms included:

- Insomnia – causing fatigue and tiredness
- Light headedness
- Confusion
- Stress
- Depression
- Anxiety
- Palpitations
- Memory loss
- Migraines
- Hot flushes



The Employment Appeal Tribunal confirmed that perimenopause and menopause could amount to a disability.

Menopause

Rooney v Leicester City Council

Under the Equality Act, a disability is: **a physical or mental impairment** which has **a substantial and long term adverse effect** on a person's ability to carry out **normal day to day activities**.

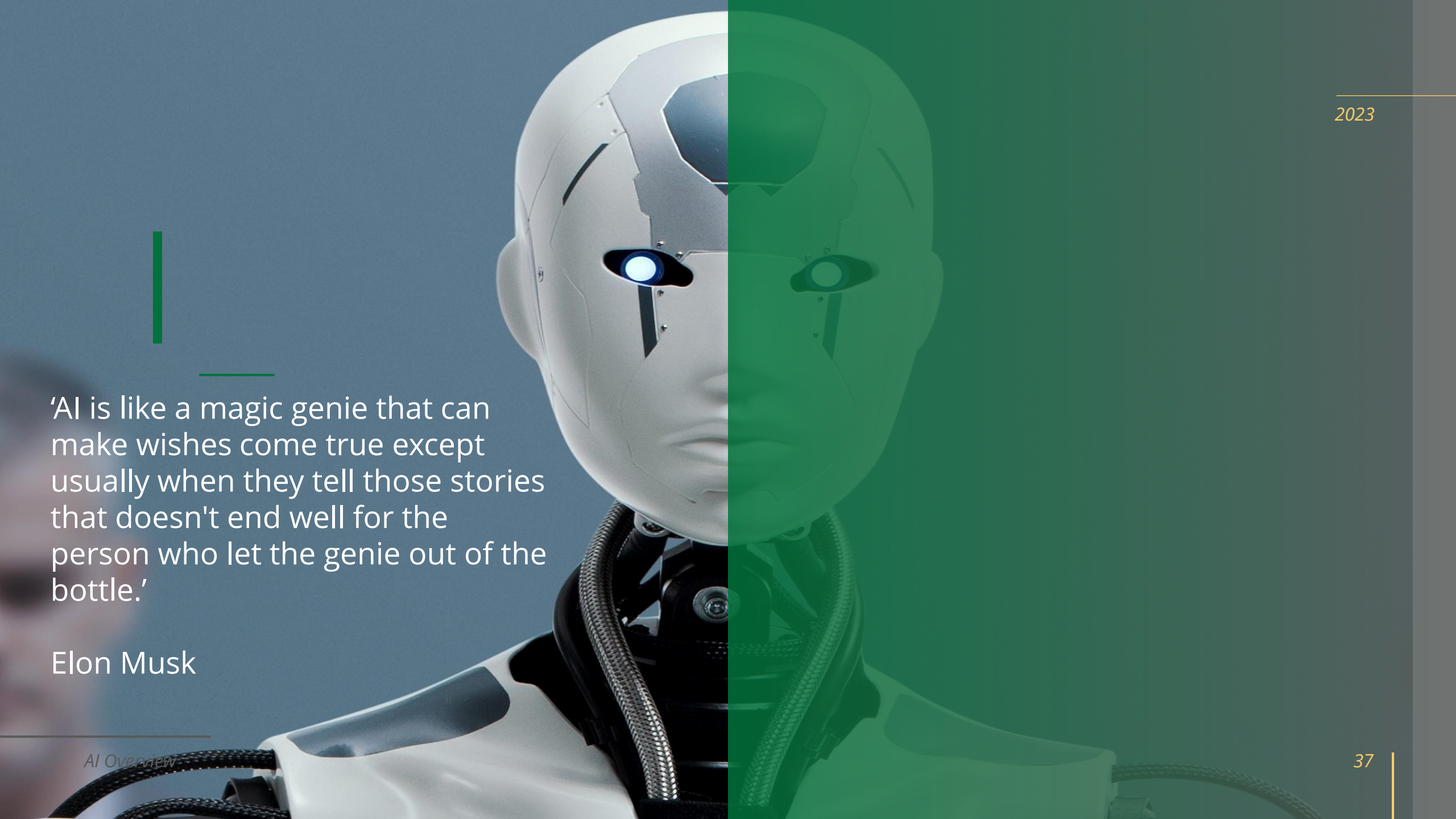
Symptoms of perimenopause and menopause vary from person to person. They include both physical and mental impairments that are likely to be long term – i.e. last for at least 12 months.

Whether the effect on an individual's ability to carry out normal day to day activities is substantial depends on the individual, but it is best to err on the side of caution when working with staff who are experiencing these symptoms.

This means considering the impact on them at work and looking into reasonable adjustments to help address or reduce that impact.

AI Overview

Sarah Harrison- Director



'AI is like a magic genie that can make wishes come true except usually when they tell those stories that doesn't end well for the person who let the genie out of the bottle.'

Elon Musk

Why be aware of AI?

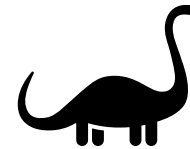
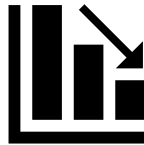
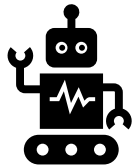
What are the benefits?

- **Digital Literacy:** you need to understand the basics of AI and related technologies so you can make informed decisions about how to integrate them into the workplace. There is already a plethora of AI-powered tools you can use in all aspects of HR so you need enough knowledge to be able to evaluate which are best for your organisation.
- **Strategic Decision-Making:** As AI reshapes the business landscape, HR leaders will need to make strategic decisions about talent management, training, and organisational structures.
- **Data-Driven Insights:** With AI and machine learning, there is a wealth of data available that can be used to inform HR practices.
- **Change Management:** With the introduction of AI, organisations will inevitably face changes in processes and workflows. HR leaders must be adept at managing change to ensure a smooth transition.
- **Ethical Leadership:** The use of AI brings up many ethical considerations, from privacy concerns to issues of fairness and bias. Leaders need to make many ethical choices about how they use AI and data and HR leaders are well placed to ensure the interests of wide stakeholders are considered in discussions.

Dangers of AI

Written by ChatGPT.....

- **Loss of Jobs:** AI can automate tasks, potentially leading to job displacement in various industries.
- **Bias and Discrimination:** AI algorithms can inherit and perpetuate biases present in their training data, leading to unfair outcomes.
- **Privacy Invasion:** AI systems can collect and analyse vast amounts of personal data, raising concerns about privacy and surveillance.
- **Security Risks:** AI can be exploited for cyberattacks and can enhance the capabilities of malicious actors.
- **Autonomous Weapons:** AI-controlled weapons can raise concerns about the ethics and control of lethal technology.



How do we identify it?

What can we do to be more aware?

- Use our human instincts and critical thinking – AI does not get hunches!
- Look at patterns and think about the person who is writing the piece
- Fact check the article or the advert or the video
- Use software – there are lots available – ChatGPT even offers the service.....



How can we use AI?

Using it to our advantage

- Writing basic policies– giving you a head start when we need some inspiration – CHECK and personalise.
- Research – already being used in search engines – Elon Musk – Grok! FACT CHECK
- Transcribing meetings – fantastic tools available - CHECK
- A word about blogs and SEI – Google do not like AI written text and are already filtering out adverts and blogs that do this.
- **Remember you have to know about it to use it**
- There will be many uses – can free up time from the mundane tasks and enable us to be more creative.

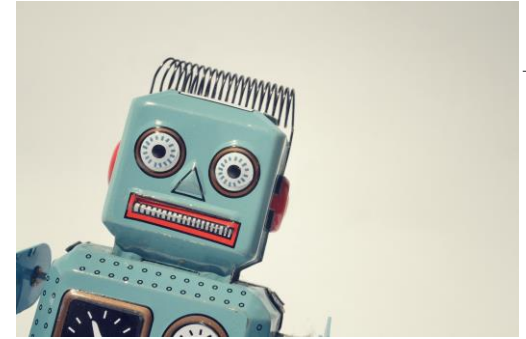
Final words of advice

NDR Tips

- Don't bury your head in the sand – it is here – keep up to date
- Remember you have to know about the subject if you are going to use it – do not blindly trust it will write your company financial strategy or invent the next best thing.....
- Have a strategy in place as to how you will manage and use it – develop an action plan and look at the threats and opportunities for your organisation.
- Start slow and get some training
- Ask the experts – what do your IT/Digital Marketing and other experts know

Optimism that we can control and use it for our benefit....humans are not keen on their own extinction.

“Email is the cockroach of the internet”....Been around for 50 years and is still widely used.



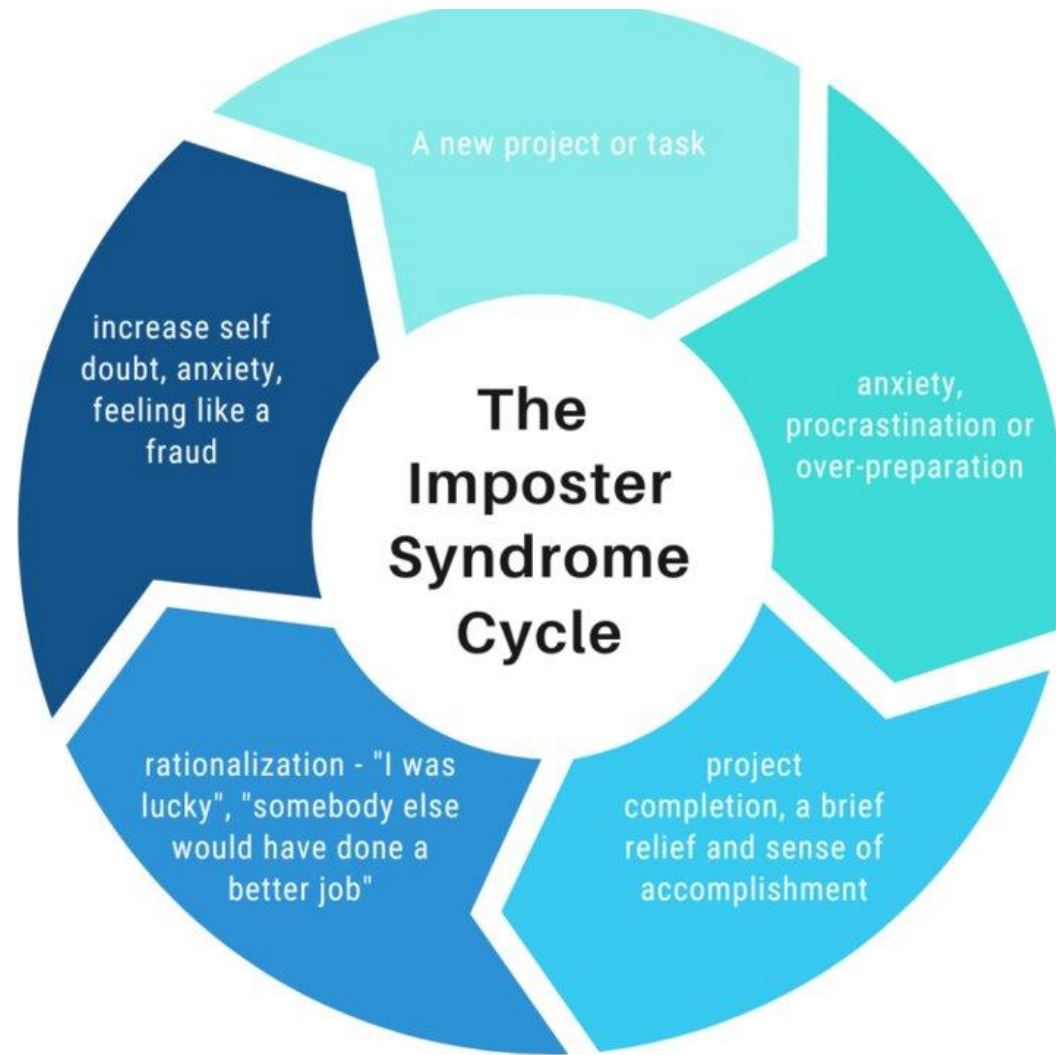
| Imposter Syndrome

Vanessa Scrimshaw– Director

Do we all have a little?

Imposter Syndrome – A Psychological ‘phenomenon’

- A fact or situation that is observed to exist or happen
- An observable event or physical occurrence
- In philosophy, something perceived by the senses



Imposter Cycle



Imposter Syndrome

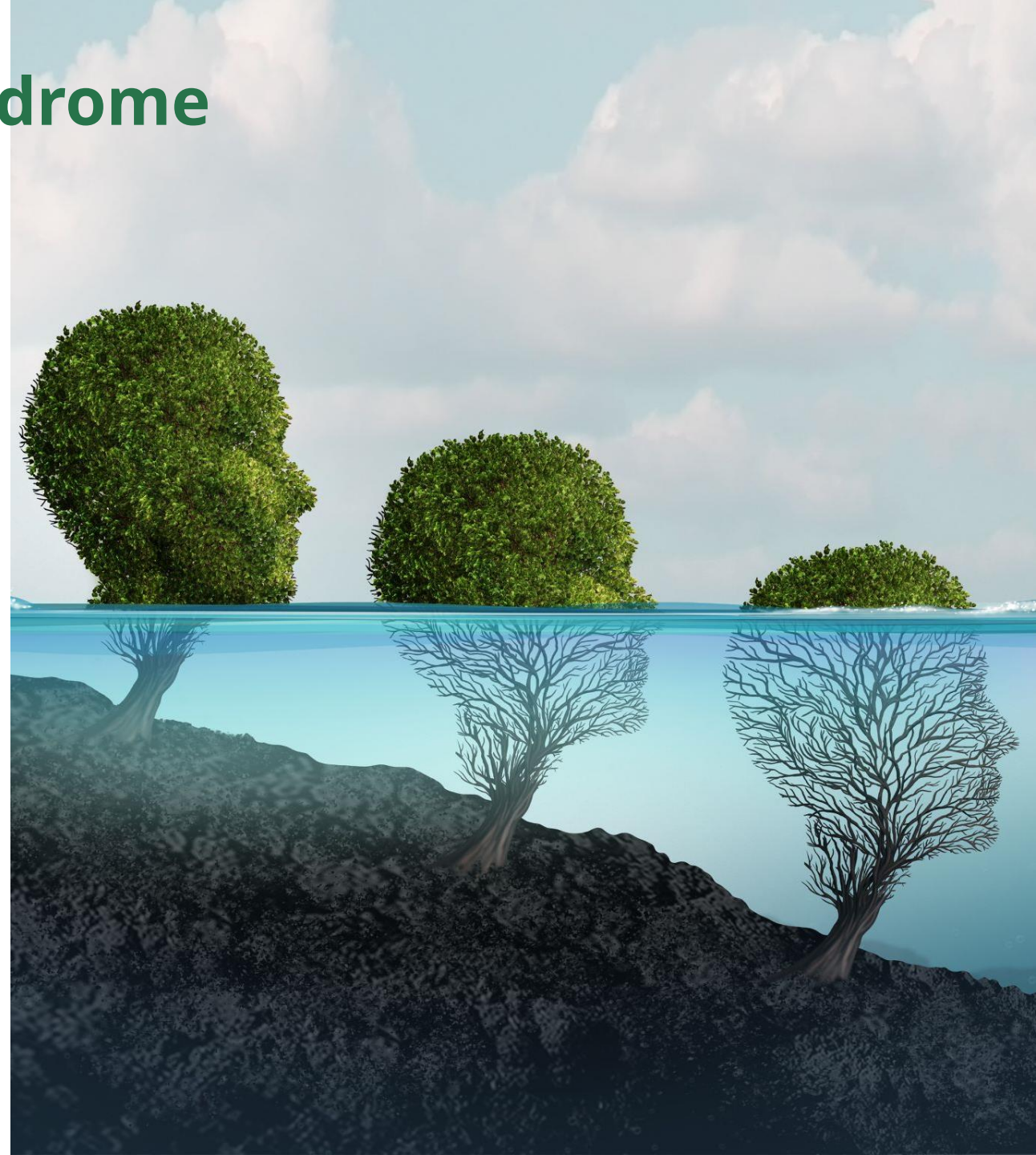
Definition

A feeling you may have experienced when you see yourself as unworthy of your own position or successes.

The associated fear of being discovered as a fraud or judged for your perceived inferiority

Understanding Imposter Syndrome

- It is estimated that up to 70 % of people experience this feeling
- Low self-esteem is associated with more vulnerability to experiencing imposter syndrome
- Low self-esteem and imposter syndrome can result in anxiety and chronic feelings of disappointment.
- A potential systemic issue, rather than an individual struggle



Measuring and Identifying



Clance Imposter Phenomenon Scale

The most commonly utilised diagnostic tool; it consists of 20 questions.

Additional scales have been created, including:

- The Harvey Imposter Phenomenon Scale,
- Young Imposter Scale,
- Leary Imposter Scale,
- Perceived Fraudulence Scale.

Types



- **The Perfectionist** – Always look for things to go perfectly. Slight errors are considered failures which lead to feelings of shame and guilt.



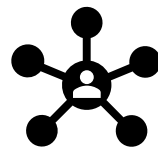
- **The Superhero** – Success is based on how many different roles they can play (parent, partner, boss, etc). If they can't play them all perfectly, they feel like a fraud.



- **The Expert** – Seeks to know everything. In the face of even the slightest lack of knowledge about something they feel like a failure.



- **The Natural Genius** – Expects to meet high goals quickly and effortlessly. When things get difficult they feel very ashamed.



- **The Soloist** – Needs to do things alone. Interprets needing help as a sign of their weakness

Perfectionist



- Perfectionism and imposter syndrome often go hand-in-hand.
- Think about it: Perfectionists set excessively high goals for themselves, and when they fail to reach a goal, they experience major self-doubt and worry about measuring up. Whether they realize it or not, this group can also be control freaks, feeling like if they want something done right, they have to do it themselves.

Not sure if this applies to you? Ask yourself these questions:

- Have you ever been accused of being a micromanager?
- Do you have great difficulty delegating? Even when you're able to do so, do you feel frustrated and disappointed in the results?
- When you miss the (insanely high) mark on something, do you accuse yourself of "not being cut out" for your job and ruminate on it for days?
- Do you feel like your work must be 100% perfect, 100% of the time?
- For this type, success is rarely satisfying because they believe they could've done even better. But that's neither productive nor healthy. Owning and celebrating achievements is essential if you want to avoid burnout, find contentment, and cultivate self-confidence.

Learn to take your mistakes in stride, viewing them as a natural part of the process. In addition, push yourself to act before you're ready. Force yourself to start the project you've been planning for months. Truth is, there will never be the "perfect time" and your work will never be 100% flawless. The sooner you're able to accept that, the better off you'll be.

Superhero



- Since people who experience this phenomenon are convinced they're phonies amongst real-deal colleagues, they often push themselves to work harder and harder to measure up. But this is just a false cover-up for their insecurities, and the work overload may harm not only their own mental health, but also their relationships with others.

Not sure if this applies to you?

- Do you stay later at the office than the rest of your team, even past the point that you've completed that day's necessary work?
- Do you get stressed when you're not working and find downtime completely wasteful?
- Have you left your hobbies and passions fall by the wayside, sacrificed to work?
- Do you feel like you haven't truly earned your title (despite numerous degrees and achievements), so you feel pressed to work harder and longer than those around you to prove your worth?
- Imposter workaholics are actually addicted to the validation that comes from working, not to the work itself.

Start training yourself to veer away from external validation. No one should have more power to make you feel good about yourself than you—even your boss when they give your project the stamp of approval. On the flip side, learn to take constructive criticism seriously, not personally.

As you become more attuned to internal validation and able to nurture your inner confidence that states you're competent and skilled, you'll be able to ease off the gas as you gauge how much work is reasonable.

Expert



- Experts measure their competence based on “what” and “how much” they know or can do. Believing they will never know *enough*, they fear being exposed as inexperienced or unknowledgeable.

Does this sound familiar?

- Do you shy away from applying to job postings unless you meet every single educational or skill requirement?
- Are you constantly seeking out trainings or certifications because you think you need to improve your skills in order to succeed?
- Even if you’ve been in your role for some time, can you relate to feeling like you still don’t know “enough?”
- Do you shudder when someone says you’re an expert?

It’s true that there’s always more to learn. Striving to bulk up your skill set can certainly help you make strides professionally and keep you competitive in the job market. But taken too far, the tendency to endlessly seek out more information can actually be a form of procrastination.

Start practicing just-in-time learning. This means acquiring a skill when you need it—for example, if your responsibilities change—rather than hoarding knowledge for (false) comfort.

Mentoring junior colleagues or volunteering can be a great way to discover your inner expert. When you share what you know it not only benefits others, but also helps you heal your fraudulent feelings.

Natural Genius



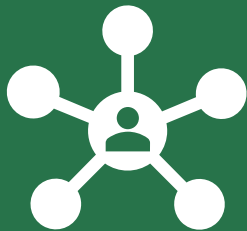
- People with this competence type believe they need to be a natural “genius.” As such, they judge their competence based on ease and speed as opposed to their efforts. In other words, if they take a long time to master something, they feel shame.
- These types of imposters set their internal bar impossibly high, just like perfectionists. But natural genius types don’t just judge themselves based on ridiculous expectations, they also judge themselves based on getting things right on the first try. When they’re not able to do something quickly or fluently, their alarm sounds.

Not sure if this applies to you?

- Are you used to excelling without much effort?
- Do you have a track record of getting “straight A’s” or “gold stars” in everything you do?
- Were you told frequently as a child that you were the “smart one” in your family or peer group?
- Do you dislike the idea of having a mentor, because you can handle things on your own?
- When you’re faced with a setback, does your confidence tumble because not performing well provokes a feeling of shame?
- Do you often avoid challenges because it’s so uncomfortable to try something you’re not great at?

To move past this, **try seeing yourself as a work in progress. Accomplishing great things involves lifelong learning and skill-building**—for everyone, even the most confident people. For example, if you want to have more impact at the office, it’s much more productive to focus on honing your presentation skills than swearing off speaking up in meetings as something you’re “just not good at.”

Soloist



- People who feel as though asking for help reveals that they are phoniness are referred to as Soloists. It's OK to be independent, but not to the extent that you refuse assistance so that you can prove your worth.

Not sure if this applies to you? Ask yourself these questions:

- Do you firmly feel that you need to accomplish things on your own?
- "I don't need anyone's help." Does that sound like you?
- Do you frame requests in terms of the requirements of the project, rather than your needs as a person?

Realise there's no shame in asking for help when you need it. If you don't know how to do something, ask a co-worker. If you can't figure out how to solve a problem, seek advice from a supportive supervisor, or even a mentor/coach.



Importance of Self Esteem

Self -esteem reflects a person's:

- Physical self-image
- View of his/her accomplishments and capabilities
- Values and his/her perceived success in living up to them
- The ways in which others view and respond to that person

A reasonably high degree of self-esteem is considered an important ingredient of good mental health.

What can managers and leaders do to support employees esteem issues?

...a mutual understanding of what is required of your employee in their role, a guiding vision and an even hand will serve you as you offer guidance to an employee with esteem issues.



Managing IS

Promoting Self Esteem

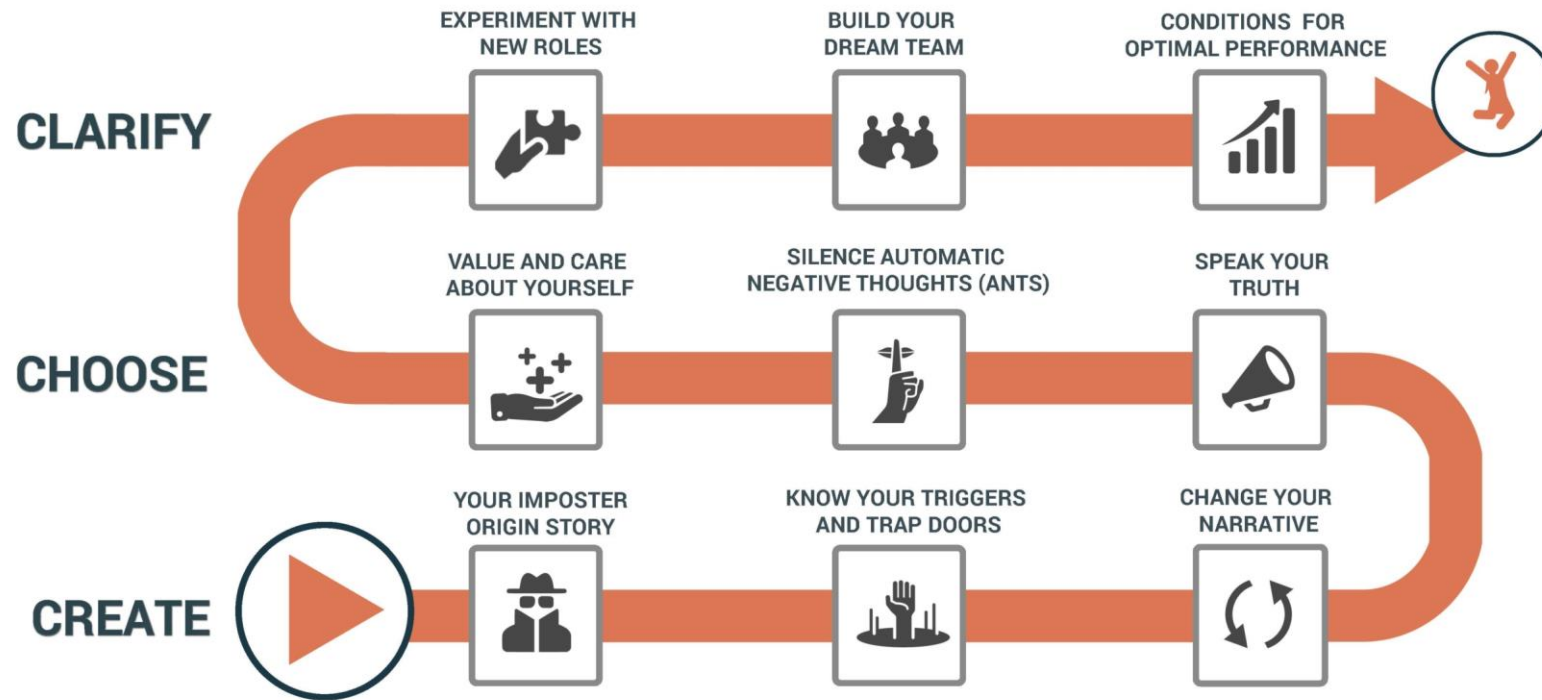


- Be self-aware and if you have IS ensure it is not having a wider impact on those around you.
- Identify low self-esteem in your team members.
- Practice acceptance as a leadership skill.
- Provide clear performance guidelines and boundaries.
- Communicate your expectations and be mindful of expecting excellence.
- Provide appropriate training and professional development opportunities.
- Offer constructive balance to an employee who struggles with low self-esteem.



Managing IS

9 Steps to Coping with Imposter Syndrome



2023



THANK YOU!