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# Activity sheet seven: Decide

# Activity 3 - Case study – Challenging behaviour

Use these activities to analyse how effectively your leaders observe how staff behave in line with your culture and values, and to plan what you need to do to make improvements.

**Use this case study in a team meeting to get staff to think about their role in supporting each other to challenge behaviour not in line with your culture and values.**

Jonas is 70 years old and has lived with multiple sclerosis for many years. He employs a team of personal assistants to support him. Recently he has had to recruit three new Personal Assistants (PAs) to his team and it has been a challenge as he had a low response to his adverts so he is very grateful to now have a full team supporting him.

He carried out his usual recruitment and induction processes with the new staff and at first everything felt like it was going well. Over the last month, there have been a series of small things that have made him feel uneasy when two of the new PAs have been working for him.

Examples include telling him they didn’t think what he wanted to do one day was not going to be great for him and so convincing him to do something else and not really listening to him when he is chatting to them, just nodding in the right places but he knows they aren’t really interested in what he is saying. And taking regular breaks to look at their phone, but only after they have done all the tasks he asked them to do so.

He has discussed this with his family but they say when they see the two PAs on duty, they are always efficient and polite, they are getting the job done and Jonas perhaps needs to remember that it was difficult to recruit in the first place and he won’t always get people he clicks with as well as others, but to remember that they are overall doing a good job.

Jonas is unsure about what to do next as he recognises how challenging it was to find new staff and doesn’t want to do without staff, but he also doesn’t feel these new staff are displaying all the behaviours that are important to him and the workplace culture he has created that meets his needs.

Discuss with your staff in your team meeting:

* What behaviours are Jonas and his family accepting?
* What behaviours do you think they should be challenging? What are the barriers they face when challenging the new staff?
* What could Jonas do to challenge staff and focus their attention on the behaviours that would deliver a positive workplace culture for him? Who or what could support him in doing this?
* Is there any learning from this case study that we could translate into our organisation?

You could also redevelop the case study to focus on a real situation from your setting or an issue you are concerned may happen in your setting related to recognising positive behaviours or challenging behaviours not in line with your culture and use the same questions to discuss the situation with your staff.