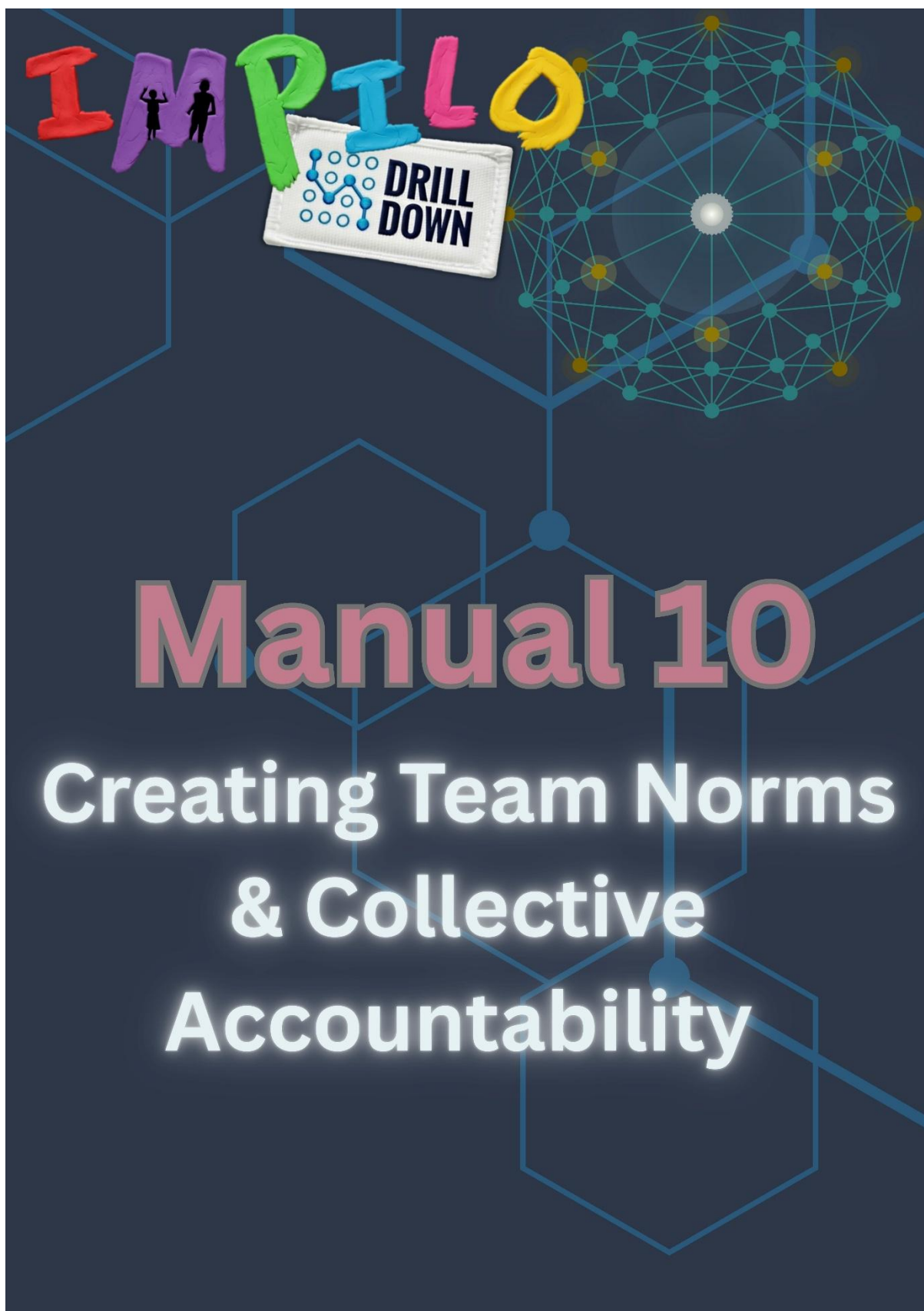




Module 10

PRACTICAL SKILLS FOR SAFER WORKPLACES AND STRONGER FAMILIES



SECTION 1: DESCRIPTION OF THE MODULE'S FOCUS

In this module, you will discover how clear, shared team norms transform everyday banking interactions into opportunities for greater psychological safety, mutual respect, and collective accountability. You will learn practical ways to establish, maintain, and strengthen norms that support safer workplaces and stronger families, moving from individual upstander actions to sustained team-wide culture where everyone feels responsible for protecting dignity and wellbeing.

HOW THIS MODULE BUILDS ON PREVIOUS LEARNING AND CONNECTS TO THE OVERALL PROGRAMME

This module builds directly on the foundational skills developed in previous modules — from recognising harmful dynamics (Module 1), building psychological safety (Module 2), adopting the upstander mindset (Module 3), responding effectively to disclosures (Modules 4–5), addressing bullying (Module 6), and applying leadership responsibilities and real-scenario practice (Modules 7–8). It also connects to the workplace-home linkages in Module 9 by showing how strong team norms help prevent spillover of stress into family life. Together, these modules create a complete pathway toward Module 11 (self-care) and Module 12 (sustaining change), reinforcing the overall programme goal of embedding practical bystander intervention, supportive responses, and safer team cultures across all levels of South African banking.

BRIEF NOTE ON THE FIVE VIDEOS AND HOW THE MANUAL SUPPORTS THEM

The five videos in this module provide concise, realistic demonstrations and tools: Video 1 explores why team norms matter; Video 2 shows how to facilitate norm-setting conversations; Video 3 demonstrates respectful accountability; Video 4 highlights celebrating positive behaviour; and Video 5 offers simple rituals to keep norms alive. This manual extends the videos with expanded scenarios, ready-to-use scripts and phrases (including 5 D's applications), additional reflection questions, CBT/NLP/mindfulness tools, and quick-reference job aids so you can immediately apply these concepts in your branch, call centre, back-office, or hybrid banking environment.

SECTION 2: LEARNING OBJECTIVES

By the end of Module 10, you will be able to:

KNOWLEDGE

- Clearly explain why shared team norms are essential for psychological safety, respectful interactions, and high-performing banking teams.
- Describe the connection between strong team norms and reduced GBV, bullying, and coercive control in branch, call centre, back-office, and hybrid environments.

SKILLS

- Facilitate simple, inclusive norm-setting conversations with your team using practical, culturally respectful approaches.
- Apply respectful, low-drama accountability techniques (including appropriate 5 D's strategies) when team norms are breached.
- Recognise and actively celebrate positive upstander and supportive behaviours to reinforce safe team culture.
- Implement simple, sustainable rituals and habits that keep team norms alive in daily banking work.

ATTITUDES / BEHAVIOURS

- Adopt a collective accountability mindset, seeing yourself as an active contributor to team norms rather than a passive observer.
- Demonstrate commitment to maintaining psychological safety and mutual respect across all demographic groups and management levels in line with South African banking workforce realities.
- Approach norm-building and accountability with empathy, using gentle CBT reframing, NLP rapport techniques, and mindfulness grounding to stay calm and constructive even in challenging moments.
- Role-model behaviours that strengthen both workplace safety and family protective factors for yourself and your colleagues.

SECTION 3: KEY CONCEPTS SUMMARY

CORE CONCEPTS COVERED ACROSS THE FIVE VIDEOS

Here are the core concepts from Module 10 that will help you and your team build lasting safety and accountability in your daily banking work.

1. Team Norms

Shared, agreed ways of behaving that define “how we do things here.” Clear norms reduce ambiguity, prevent harmful patterns like bullying or coercive control, and create psychological safety. *Simple explanation:* Norms are like the unwritten rules that everyone understands and supports — they turn good intentions into consistent team behaviour.

2. Collective Accountability

The shared responsibility of every team member (not just leaders) to uphold norms, speak up respectfully, and support one another. *Simple explanation:* It means “We protect each other here” — everyone plays a part in maintaining a respectful, safe environment.

3. Norm-Setting Conversations

Structured yet natural discussions where teams co-create their own behavioural standards. These conversations build ownership and relevance across diverse South African banking colleagues. *Simple explanation:* Instead of rules imposed from above, you work together to decide what respect, safety, and support look like in your team.

4. Respectful Accountability

Low-drama ways to address norm breaches using “I noticed...” language and appropriate 5 D’s strategies (especially Direct and Delegate). *Simple explanation:* Calling attention to behaviour calmly and constructively while preserving dignity and relationships.

5. Celebrating Positive Behaviour

Actively noticing and reinforcing safe, supportive actions. This strengthens desired norms far more effectively than only correcting problems. *Simple explanation:* What gets recognised gets repeated — positive feedback builds confidence and team pride.

6. Sustaining Rituals and Habits

Simple, repeatable practices (such as quick check-ins or appreciation moments) that keep norms alive over time. *Simple explanation:* Small regular actions that remind everyone of your shared commitment to safety and respect.

SUPPORTING PRINCIPLES

- **Psychological Safety + Cultural Respect:** Norms work best when they honour South Africa's diversity (including values like *inhlonipho*/respect and Ubuntu) while upholding professional standards.
- **uKukhula Integration:** Use gentle CBT reframing ("This is about protecting our team, not criticising"), NLP rapport language, and brief mindfulness grounding to stay centred during conversations.

These concepts connect the individual skills from earlier modules into a powerful team culture that supports safer workplaces and stronger families.

SECTION 4: PRACTICAL TOOLS & SCRIPTS

This section gives you immediately usable tools to create and sustain strong team norms in your banking environment. Practise them in low-stakes moments first so they feel natural when it matters.

1. STARTING A NORM-SETTING CONVERSATION (VIDEO 2)

Step-by-Step Guide

1. Choose a calm moment (team meeting or quiet huddle).
2. Use a mindfulness grounding breath (inhale for 4, hold for 4, exhale for 6).
3. State the positive purpose.
4. Invite everyone's input.
5. Summarise agreements.

You Can Say

"Team, I've noticed how much better we all feel when we treat each other with respect. Let's spend a few minutes agreeing on a couple of simple norms that will help us maintain the safety and support we want here. What's one thing that would make a big difference for you?"

Try This Box – Opening Phrases

- "How do we want to show respect to each other during busy branch hours?"
- "What does psychological safety look like for our call centre team?"
- "Let's create one norm that helps everyone feel they can speak up safely."

2. HOLDING EACH OTHER ACCOUNTABLE RESPECTFULLY (VIDEO 3)

Decision Framework (5 D's adapted for norms)

- **Distract** – Redirect in the moment.
- **Direct** – Calmly name the behaviour.
- **Delegate** – Involve a team leader if needed.

- **Document** – Note facts privately if serious.
- **Delay** – Follow up later.

You Can Say

“I noticed that comment felt dismissive. Our norm is to speak to each other with respect — can we try that again?”

CBT Reframe Tool

Unhelpful thought: “It’s not my place to say anything.”

Helpful thought: “Speaking up protects the whole team and shows I care about our shared standards.”

NLP Self-Talk Anchor (before addressing someone):

“I want our team to feel safe. My voice matters here.”

3. CELEBRATING POSITIVE BEHAVIOUR (VIDEO 4)

Simple Script

“I really appreciated how you [specific positive action] earlier. That’s exactly the kind of support that makes our team stronger. Thank you.”

Team Celebration Ideas

- Quick “Safety Spotlight” at the end of shifts.
- Peer-to-peer appreciation notes using the team’s chosen norms.

4. KEEPING NORMS ALIVE – DAILY RITUALS (VIDEO 5)

One-Minute Team Check-In Ritual

At the start or end of a huddle: “On a scale of 1–5, how well did we live our norms today? What’s one small thing we can do better tomorrow?”

Mindfulness Grounding Technique (for yourself or team)

“Pause and Arrive”: Feel your feet on the floor, take one conscious breath, then respond from a place of calm.

Maintenance Conversation Starter

“Team, let’s do a quick norms refresh. Which norm is working well? Is there one we need to strengthen?”

QUICK REFERENCE: POWERFUL PHRASES YOU CAN USE

Situation	You Can Say
Starting norms	“Let’s agree together on how we want to treat each other...”

Addressing a breach	"I noticed... Our norm is... How can we align with that?"
Celebrating	"That action showed real upstander spirit — thank you."
Checking in	"How are our norms helping us feel safer this week?"
Reframing hesitation (CBT)	"Many of us worry about speaking up — but protecting the team is everyone's role."

Self-Care Note

After any accountability conversation, use this quick grounding: Name 5 things you can see, 4 you can touch, 3 you can hear. This helps you stay regulated and models healthy boundaries.

Print or save this page as your pocket guide. The more you use these tools, the more natural they become — and the stronger your team culture will grow. You've got this.

SECTION 5: EXPANDED SCENARIO LIBRARY

Here are six realistic banking scenarios that go beyond the videos. Each shows how team norms and collective accountability can be applied in everyday South African banking settings.

SCENARIO 1: BRANCH COUNTER – BUSY FRIDAY AFTERNOON (FRONTLINE, JUNIOR STAFF)

Context: A junior Black African female teller (Nomusa) and a Coloured male colleague (Johan) are handling long queues.

What happened: Johan makes a sarcastic remark about Nomusa's speed in front of customers: "Come on, we don't have all day."

Possible Responses

- Less effective: Ignoring it or snapping back (escalates tension, breaks respect norm).
- Effective: Calm, private intervention using Direct or Delay.

Recommended Language/Actions Use a brief mindfulness pause, then: "Johan, I noticed the comment about speed in front of the customer. Our norm is to support each other publicly. Let's find a better way to help during rushes." Follow up privately later with appreciation if behaviour improves.

SCENARIO 2: CALL CENTRE POD – HIGH-VOLUME SHIFT (REMOTE/HYBRID PRESSURE)

Context: Mixed team of Indian South African and Black African agents. A middle manager (Zodwa, Black African female) overhears a senior agent dismissing a junior colleague's idea during a team huddle.

What happened: "That won't work — you're too new for this."

Possible Responses

- Less effective: Silence (reinforces exclusion).
- Effective: Delegate + Direct.

Recommended Language/Actions “Team, let’s remember our norm of valuing everyone’s input regardless of tenure. Thabo, what were you thinking? We all contribute to better service.” This models inclusive norms and uses CBT reframe on hierarchy respect.

SCENARIO 3: HYBRID TEAM MEETING (MIDDLE MANAGEMENT)

Context: Virtual meeting with branch and head-office staff. A White male senior manager interrupts a younger Black female team leader repeatedly.

What happened: The team leader (Lerato) stops contributing.

Possible Responses

- Less effective: Waiting until the end or complaining privately.
- Effective: Facilitating norm reminder.

Recommended Language/Actions “I’d like to pause here. Our team norm is to give everyone space to speak. Lerato, please continue — your point on customer retention was important.” (Uses Distract/Direct.)

SCENARIO 4: BACK-OFFICE PROCESSING TEAM – OPEN-PLAN OFFICE

Context: End-of-month pressure. A Coloured female supervisor (Fatima) notices consistent exclusion of a quieter Venda-speaking colleague.

What happened: Jokes and side conversations that leave the colleague isolated.

Possible Responses

- Less effective: Laughing along or doing nothing.
- Effective: Celebrating positive inclusion + norm reinforcement.

Recommended Language/Actions Later in private: “I noticed how you included Sipho in the discussion today — that’s exactly the supportive behaviour we agreed on. It makes a real difference.” Then in team: “Let’s check in — are we living our inclusion norm well this month?”

SCENARIO 5: BRANCH LEADERSHIP HUDDLE (MIXED LEVELS)

Context: Team leader (Andile, Black African male) wants to strengthen norms after a bullying complaint.

What happened: Some members resist: “This is just extra meetings.”

Possible Responses

- Less effective: Imposing rules top-down.
- Effective: Collaborative norm refresh.

Recommended Language/Actions “Let’s remind ourselves why these norms matter — they protect all of us and our families from unnecessary stress. What’s one small adjustment that would help everyone?” Follow with a quick appreciation round.

SCENARIO 6: HYBRID PERFORMANCE REVIEW FOLLOW-UP

Context: After a difficult review, a junior Indian South African employee (Ravi) is being subtly undermined by peers.

What happened: Comments like “Some people get special treatment.”

Possible Responses

- Less effective: Confronting aggressively.
- Effective: Delay + Celebrate positive norm adherence.

Recommended Language/Actions

Private follow-up: “I noticed some comments that don’t align with our respect norm. How are you feeling? Let’s reinforce the positive — I saw you support your colleague yesterday, that’s the standard we’re aiming for.”

Reflection Prompt for All Scenarios

Which norm was tested? Which 5 D’s or uKukhula tool (CBT reframe, NLP phrase, grounding) would you use? How does applying it strengthen both team safety and family wellbeing?

These scenarios reflect the real diversity and pressures of South African banking teams. Practise the recommended responses to build confidence.

SECTION 6: APPLICATION & REFLECTION

Take a moment to reflect on how you can bring these team norms and collective accountability practices into your daily work. Remember, every small step you take strengthens safety for everyone.

PAUSE AND CONSIDER

- When have you seen clear team norms make a positive difference in your branch, call centre, or team?
- What unhelpful thought sometimes stops you from speaking up about norms (e.g., “It’s not my place”)? How might a gentle CBT reframe change that?
- How do strong team norms support not only workplace safety but also healthier family life for you and your colleagues?

PERSONAL APPLICATION QUESTIONS

1. What is one situation in the next week where you could help facilitate or reinforce a team norm?
2. Which of the practical scripts or 5 D’s strategies feels most usable for you right now, and why?
3. Think of a recent interaction — how might applying one of the sustaining rituals have changed the outcome?
4. What is one personal commitment you can make to model the upstander behaviour you want to see in your team?

TEAM DISCUSSION STARTERS (FOR MANAGERS OR HUDDLES)

- “Let’s go around: What’s one norm that is working well for us, and one we could strengthen?”
- “How can we make sure everyone, regardless of role or background, feels included in upholding our team standards?”
- “Share an example of when someone celebrated positive behaviour — how did it make you feel?”
- “What simple ritual could we introduce to keep our norms alive during busy periods?”

MINDFULNESS ANCHOR FOR REFLECTION

Before answering, take one grounding breath and remind yourself: “I am contributing to a safer, more supportive team — my actions matter.”

Your reflections and small actions today help create the kind of banking culture where everyone can thrive and protect their families. Well done for investing in this growth.

SECTION 7: QUICK REFERENCE TOOLS

MODULE 10 POCKET GUIDE: TEAM NORMS & COLLECTIVE ACCOUNTABILITY

Core Reminder

Clear team norms + collective accountability = safer workplaces and stronger families.

1. FIVE-STEP NORM-SETTING CHECKLIST

- Choose a calm moment
- Use a positive opening (“Let’s agree on how we support each other...”)
- Invite input from everyone
- Summarise and write down 3–5 simple norms
- Agree on how you will remind and celebrate each other

2. KEY PHRASES SUMMARY

Starting Conversations

- “What’s one norm that would help us feel safer and more supported?”
- “How do we want to show respect during busy times?”

Addressing Breaches

- “I noticed... Our norm is... How can we align with that?”
- “That comment crossed our respect standard — let’s try again.”

Celebrating Success

- “Thank you for [specific action] — that’s exactly the support we agreed on.”

Sustaining Norms

- “How well did we live our norms this week?”
- “One small thing we can improve tomorrow...”

3. QUICK DECISION GUIDE (5 D’S FOR TEAM NORMS)

1. **Distract** – Redirect the moment (e.g., change topic).
2. **Direct** – Calmly name the behaviour.
3. **Delegate** – Bring in a team leader/HR.
4. **Document** – Note facts privately if needed.
5. **Delay** – Check in afterwards with care.

4. ONE-MINUTE SELF-CARE & GROUNDING TOOLS

- **Pause & Arrive:** Feet on floor → 4-second breath in → 6-second breath out.
- **CBT Quick Reframe:** “It’s not about being perfect — it’s about protecting the team.”
- **NLP Anchor:** Silently say “Team safety starts with me” before speaking up.
- After difficult conversation: Name 5 things you see, 4 you can touch.

Daily Habit Idea

End each shift or meeting with one appreciation linked to your team norms.

Keep this page handy — review it before team meetings or when you notice a norm opportunity. You are building a culture where everyone feels valued and safe.

Print or save as your ready-reference tool.

SECTION 8: RESOURCES & SIGNPOSTING

INTERNAL BANK RESOURCES

- Employee Assistance Programme (EAP) – confidential counselling and support (available 24/7 via your bank’s dedicated line).
- Harassment and GBV Policies – refer to your bank’s Code of Conduct and Reporting Guidelines on the intranet.
- Reporting Channels – Use your branch/team leader, HR Business Partner, or the bank’s anonymous whistle-blower hotline.



- Wellbeing and Psychological Safety Resources – Check your Learning Management System for related modules on resilience and leadership.

EXTERNAL SUPPORT

- TEARS Foundation: 0800 121 777 (24-hour helpline for GBV support).
- National GBV Command Centre: 0800 428 428 (24/7).
- Lifeline South Africa: 0861 322 322.
- Local community support services – speak to your HR for area-specific referrals.

RELATED PROGRAMME RESOURCES

- Review Module 2 (Building Psychological Safety), Module 3 (Upstander Mindset), Module 6 (Addressing Bullying), Module 7 (Leadership Responsibilities), and Module 11 (Self-Care & Boundaries).
- Full set of Module 10 videos and this manual for ongoing reference.
- uKukhula Coaching tools available through your Impilo/Drilldown Reports portal.

ENCOURAGING CLOSING MESSAGE

You now have practical tools to help create and sustain team norms that protect dignity, build trust, and strengthen both your workplace and your families. Every conversation you start, every positive behaviour you celebrate, and every respectful boundary you uphold makes a real difference.

Thank you for being an active Upstander Colleague — your commitment helps build safer, more supportive banking teams across South Africa. Keep going — you've got everything you need.

