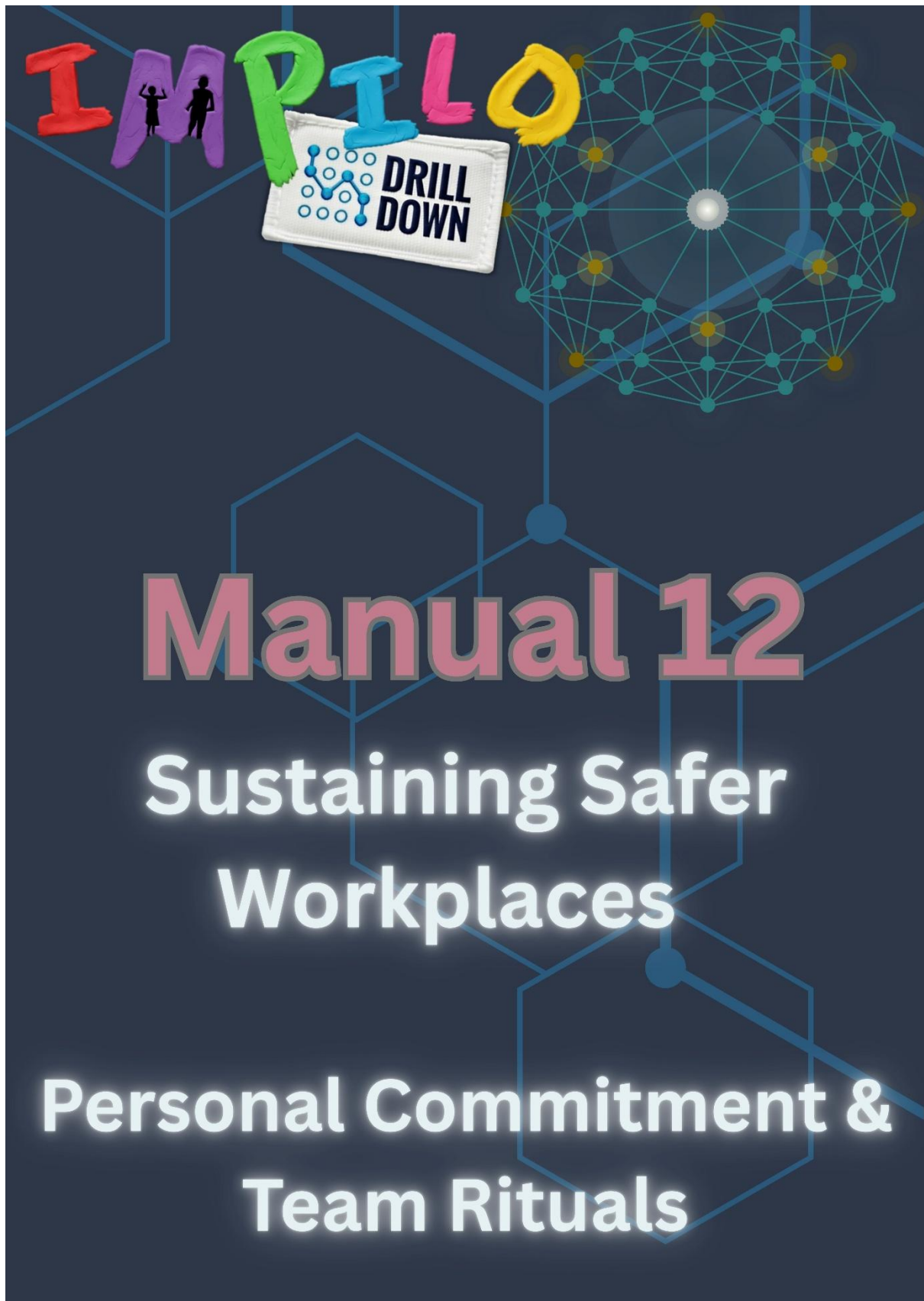




Module 12

PRACTICAL SKILLS FOR SAFER WORKPLACES AND STRONGER FAMILIES



SECTION 1: DESCRIPTION OF THE MODULE'S FOCUS

This final module focuses on turning the skills and insights you have gained throughout the programme into lasting personal commitments and shared team practices. You will explore simple, sustainable rituals that keep psychological safety, respectful behaviour, and upstander actions alive in your daily banking work. The module helps you connect individual choices to broader team wellbeing, family safety, and organisational culture, while equipping you with practical ways to reflect on progress and maintain momentum even in high-pressure environments.

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

Building directly on the foundation of Modules 1–11, this module integrates recognition of harmful dynamics, psychological safety principles, upstander responses, disclosure support, bullying tools, leadership actions, real-scenario application, family intersections, and self-care into enduring habits. It serves as the capstone of the full 12-module programme, bridging personal growth and collective accountability to create safer workplaces and stronger families across South African banking teams. By reinforcing the 5 D's Framework and uKukhula coaching elements (gentle CBT reframing, NLP language patterns, and mindfulness grounding), it supports long-term culture change that aligns with Employment Equity Act requirements, the Harassment Code, King IV, and the National Strategic Plan on GBV.

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

The five videos in this module provide clear guidance and modelling: Video 1 helps you define your personal commitment; Video 2 introduces effective team rituals; Video 3 shows how to check in on progress; Video 4 links daily actions to bigger impact; and Video 5 offers a hopeful close with a collective call to action. This manual extends the videos with deeper scenarios tailored to branch, call centre, and hybrid banking settings, additional ready-to-use scripts and rituals, expanded reflection prompts, and quick-reference tools so you can immediately apply and sustain these practices with your colleagues.

SECTION 2: LEARNING OBJECTIVES

By the end of this module, you will be able to:

KNOWLEDGE

- Clearly explain the importance of personal commitment and team rituals in sustaining psychological safety and respectful workplace culture in banking environments.
- Describe how daily actions and shared rituals connect to broader impacts on team wellbeing, family safety, and organisational values.

SKILLS

- Develop and articulate your own personal commitment to upstander behaviour using practical self-talk and anchoring techniques drawn from uKukhula principles.
- Facilitate or participate in simple team rituals and check-in processes that reinforce the 5 D's Framework and collective accountability.
- Apply gentle CBT reframing and mindfulness grounding tools to maintain personal resilience while sustaining supportive team practices over time.

ATTITUDES / BEHAVIOURS

- Demonstrate a proactive, values-based mindset that treats sustaining safer workplaces as a shared responsibility rather than a one-time training exercise.
- Model and encourage respectful, culturally inclusive interactions that honour South Africa's diverse banking workforce while promoting positive masculinity and family protective factors.
- Commit to ongoing reflection and adjustment of team norms, celebrating positive behaviours and addressing breaches in a constructive, low-drama manner.

These objectives build your ability to translate the programme's skills into everyday banking practice for lasting cultural change.

SECTION 3: KEY CONCEPTS SUMMARY

CORE CONCEPTS COVERED ACROSS THE FIVE VIDEOS

This module brings together the practical tools from the entire programme into sustainable habits. Here are the core concepts covered across the five videos:

- **Personal Commitment:** A clear, personal pledge to ongoing upstander behaviour and psychological safety. It is not a vague promise but a specific, repeatable intention (e.g., "I will use one 5 D's strategy each week") that you revisit regularly.
- **Team Rituals:** Simple, low-effort habits teams adopt to keep safety and respect visible — such as quick check-ins, appreciation rounds, or norm reminders. These create shared accountability without adding workload.
- **Checking In on Progress:** Regular, respectful team reflections that review what is working, adjust norms, and celebrate successes. This prevents good intentions from fading.
- **Linking Daily Actions to Bigger Impact:** Understanding how small, everyday choices (using the 5 Ds, supportive language, or grounding techniques) strengthen teams, protect families, and support organisational goals like transformation and wellbeing.
- **Collective Forward Momentum:** The power of moving together with hope and mutual support, reinforcing that culture change is a shared journey, not an individual burden.

KEY DEFINITIONS AND PRINCIPLES

- **Sustaining Change:** Turning one-off skills into automatic workplace behaviours through repetition and reinforcement (supported by gentle CBT reframing of "This won't last" thoughts).
- **Team Rituals:** Predictable, positive group practices that build psychological safety and make upstander actions the norm rather than the exception.
- **Psychological Safety Maintenance:** Ongoing effort to ensure everyone feels safe to speak up, supported by mindfulness grounding and NLP rapport-building language.
- **Ubuntu-Informed Accountability:** Holding each other respectfully accountable in ways that honour diverse South African values of community, dignity, and collective care.

These concepts and visuals help anchor the module's hopeful message: small, consistent actions create safer, stronger banking workplaces and families.

SECTION 4: PRACTICAL TOOLS & SCRIPTS

This section gives you ready-to-use tools you can start applying immediately to sustain safer workplaces and stronger teams.

1. YOUR PERSONAL COMMITMENT TOOL

Step-by-Step Guide

1. Pause and breathe (Mindfulness grounding – 5-4-3-2-1 technique).
2. Reflect on one strength you gained from the programme.
3. Write one specific, realistic commitment.
4. Choose a weekly reminder (e.g., team huddle or phone note).

Try This – Self-Talk Anchor (NLP)

“I choose to be an Upstander because I protect my team and my family.”

You Can Say to Yourself

- “Even on busy days, one small supportive action makes a difference.” (CBT reframe of “I’m too busy”)

2. SIMPLE TEAM RITUALS

Weekly Safety Check-In Ritual (10 minutes)

1. Start with a quick mindfulness moment: “Let’s take one breath together.”
2. Round of appreciation: One positive behaviour noticed this week.
3. One norm check: “How did we do with respect and support?”
4. Close with a collective commitment.

You Can Say

- “I noticed how you supported that colleague yesterday – it made the team feel safer.”
- “Let’s keep our norm of ‘no interruptions in meetings’ – it helps everyone contribute.”

3. CHECKING IN ON PROGRESS

Decision Framework

- Observe a positive behaviour → Celebrate it publicly.
- Notice a norm breach → Use a low-intensity 5 D’s response (Distract or Direct).
- Team feels stuck → Facilitate a short reflection using the questions below.

You Can Say (Constructive Check-In)

- “I’ve noticed we’ve been really good at [positive]. How can we keep that going?”
- “I felt a bit uncomfortable when [behaviour]. Can we talk about how to handle that better as a team?”

4. LINKING DAILY ACTIONS TO BIGGER IMPACT

Quick Impact Reflection (CBT) Unhelpful thought: “My small actions don’t matter.” Helpful reframe: “Every time I use the 5 Ds or offer support, I help create safer workplaces and stronger families.”

You Can Say in Team Meetings

- “When we look after each other here, it helps us show up better for our families at home.”
- “This aligns with our bank’s values and the kind of culture we all want.”

5. SUSTAINING YOUR RESILIENCE (MINDFULNESS + SELF-CARE)

One-Minute Reset Anchor

1. Feel your feet on the floor.
2. Take three slow breaths.
3. Remind yourself: “I am doing meaningful work protecting dignity.”

You Can Say to a Colleague

- “You’ve been carrying a lot lately. How are you looking after yourself?”
- “I’m here if you want to talk – no pressure.”

Ready-to-Use 5 Ds Reminder Card Phrases

- **Distract:** “Hey, can I quickly ask you about the client file?”
- **Direct:** “That comment crosses our team standard of respect.”
- **Delay:** “I saw what happened earlier. Are you okay? I’m here if you need support.”

Print or save these tools. Use them weekly to keep the skills alive. You have everything you need to be a consistent, skilled Upstander colleague.

SECTION 5: EXPANDED SCENARIO LIBRARY

Here are six realistic banking scenarios that show how to sustain safer workplaces through personal commitment and team rituals. Each includes diverse colleagues reflecting South African banking demographics.

SCENARIO 1: BRANCH COUNTER – END-OF-DAY HUDDLE (JUNIOR BLACK AFRICAN FEMALE TELLER AND MIXED TEAM)

Context: End of a busy Friday in a Rustenburg branch.

What happened: A Coloured male colleague makes a dismissive comment about a female team member's idea during the huddle. The group falls silent.

Possible Responses:

- Less effective: Ignoring it to “keep the peace” (allows harmful norm to continue).
- Effective: Using a ritual check-in to address it constructively. **Recommended Language/Actions:** “I noticed we started strong today. Let’s keep our norm of respecting all ideas – Thabo, what were you thinking?” (Direct + ritual reinforcement). Follow with a quick appreciation round.

SCENARIO 2: CALL CENTRE – REMOTE SHIFT HANDOVER (INDIAN SOUTH AFRICAN TEAM LEADER, BLACK AFRICAN AGENTS)

Context: Hybrid handover meeting via Teams after a high-volume shift.

What happened: A senior agent (White male) repeatedly interrupts a junior Black female agent. Tension rises but no one speaks up.

Possible Responses:

- Less effective: Staying silent and hoping it stops.
- Effective: Applying a personal commitment to use Delay + team ritual. **Recommended Language/Actions:** After the call: “Sipho, I noticed the interruptions earlier. Are you okay? In our team we value everyone’s input equally.” Schedule a quick 5-minute ritual check-in for next shift.

SCENARIO 3: OPEN-PLAN OFFICE TEAM MEETING (MIDDLE MANAGEMENT, DIVERSE GROUP)

Context: Weekly team meeting in Johannesburg head office.

What happened: A Basotho female middle manager shares a wellbeing concern; a colleague changes the subject quickly.

Possible Responses:

- Less effective: Moving on without acknowledgment (erodes safety).
- Effective: Using a standing team ritual to check in. **Recommended Language/Actions:** “Thank you for raising that, Lerato. Let’s pause and do our quick safety check – how is everyone feeling this week?” (Mindfulness grounding moment + ritual).

SCENARIO 4: HYBRID MEETING – BRANCH + REMOTE (MIXED LEVELS, CAPE MALAY AND ZULU COLLEAGUES)

Context: Regional performance review via Microsoft Teams with some in-branch participants.

What happened: A senior White male manager unintentionally excludes remote junior Black African staff from discussion.

Possible Responses:

- Less effective: Complaining privately later.

- Effective: Linking to bigger impact through personal commitment. **Recommended Language/Actions:** “To keep our team strong, let’s ensure everyone is included. Nomsa, what are your thoughts on this target?” (Direct + post-meeting ritual reflection).

SCENARIO 5: BACK-OFFICE SUPPORT TEAM (COLOURED AND AFRICAN COLLEAGUES, JUNIOR TO MIDDLE MANAGEMENT)

Context: Quiet afternoon in the operations area.

What happened: Ongoing low-level exclusion of a newer Venda team member from casual conversations.

Possible Responses:

- Less effective: “It’s just office banter.”
- Effective: Celebrating positive behaviour and reinforcing norms. **Recommended Language/Actions:** “I’ve seen how welcoming everyone can be – let’s make sure Mpho feels part of the team. How about we do a quick appreciation round before we finish today?”

SCENARIO 6: CROSS-DEPARTMENT HYBRID CALL (SENIOR LEADERSHIP INVOLVEMENT)

Context: Inter-department planning call with executives present.

What happened: A junior staff member hesitates to speak due to past experiences.

Possible Responses:

- Less effective: Not intervening.
- Effective: Modelling commitment and linking to family/organisational impact. **Recommended Language/Actions:** “I value all voices here – Khanyi, you had a great point earlier. Please share.” Follow up privately: “Your input matters. Together we build the kind of workplace we want for our families.”

Use these scenarios during team rituals to practise and reinforce your commitments. Each one demonstrates how small, consistent actions sustain the safer culture you have worked to build.

SECTION 6: APPLICATION & REFLECTION

Reflection Prompts

Take a quiet moment (use the one-minute reset grounding technique if needed) to reflect in a way that feels safe and empowering for you.

PAUSE AND CONSIDER

- What is one small ritual or action I already do that helps keep our team safe and respectful?
- How did using the 5 D’s or offering support in the past week make me feel? What would help me do it more consistently?
- In what ways does sustaining a safer workplace here also support stronger families and communities?

PERSONAL APPLICATION QUESTIONS

- What is one specific personal commitment you will make this month to sustain your upstander actions? Write it down and choose a gentle reminder.
- Which team ritual from this module feels most realistic for your daily banking environment (branch, call centre, or hybrid)? How will you introduce or support it?
- Think of a recent situation where you noticed a norm being tested. What is one helpful response you can prepare using CBT reframing or NLP language?

TEAM DISCUSSION STARTERS (FOR MANAGERS OR TEAM MEETINGS)

- “Let’s go around and share one positive team behaviour we want to keep doing.”
- “How can we make our safety check-in ritual even more useful for everyone, considering our different roles and pressures?”
- “What difference does it make when we link our daily actions to protecting each other and our families? How can we celebrate that more?”
- “Looking back over the programme, what is one change we have already seen in our team? What is our next small step together?”

These reflections are designed to honour your journey, celebrate progress, and support continued growth without pressure. You are already making a meaningful difference.

SECTION 7: QUICK REFERENCE TOOLS

PERSONAL COMMITMENT & TEAM RITUALS ONE-PAGE POCKET GUIDE

My Personal Upstander Commitment I commit to:

(One specific action, e.g. “Use one 5 D’s strategy weekly + join our team check-in”)

Reminder method: _____ (e.g. phone note, huddle)

Weekly Team Ritual Checklist

- Start with one shared breath or grounding moment
- Round of appreciation (one positive behaviour noticed)
- Quick norm check (“How are we doing with respect and inclusion?”)
- Celebrate one win and plan one small improvement
- End with collective forward statement: “We protect each other here”

Key Phrases Summary

- “I choose to be an Upstander because...” (Personal anchor)



- “Let’s keep our norm of...”
- “I noticed... How can we handle this better as a team?”
- “Thank you for supporting that colleague – it helps all of us.”
- “Your voice matters here. Please share your thoughts.”

5 D’s Quick Decision Aid

1. Is it safe to act? → **Direct** or **Distract**
2. Better to involve someone else? → **Delegate**
3. Need evidence? → **Document**
4. Best after the moment? → **Delay** (check in privately)

One-Minute Resilience Reset (Mindfulness)

1. Feet on floor.
2. Three slow breaths.
3. Say: “I am doing meaningful work. I am not alone.”
4. Return to the moment calmer and clearer.

Sustaining Tip

Once a month, revisit this page during a team huddle. Ask: “What is working? What needs adjusting?”

Keep this guide visible. Small, consistent actions create lasting change for safer workplaces and stronger families. You’ve got this.

SECTION 8: RESOURCES & SIGNPOSTING

INTERNAL BANK RESOURCES

- Employee Assistance Programme (EAP) – Confidential counselling and support (contact details available via HR or your bank’s intranet).
- Harassment and GBV Reporting Channels – Follow your bank’s formal policy and procedures (usually accessible on the internal portal).
- Wellbeing and Psychological Safety Policies – Refer to your organisation’s latest guidelines on respectful workplace culture and duty of care.
- HR / People Team – For manager support or team-level implementation guidance.

EXTERNAL SUPPORT

- TEARS Foundation: 24-hour helpline for GBV support – 0800 555 555
- National GBV Command Centre: 0800 428 428

- South African Police Service (SAPS) – 10111 (emergencies)
- Lifeline South Africa: 0861 322 322 (general emotional support)

RELEVANT PROGRAMME RESOURCES

- All previous modules in this Skilled Bystander Intervention programme (especially Modules 4, 5, 6, and 11).
- PDF Training Manuals and video recordings for ongoing reference.
- uKukhula Coaching tools for personal resilience and team wellbeing.

ENCOURAGING CLOSING MESSAGE

You have now completed the full programme and hold powerful skills to create lasting change. Your personal commitment and participation in team rituals matter deeply — every supportive action you take helps build safer workplaces and stronger families across our diverse South African banking community. Thank you for being a Skilled Upstander Colleague. Keep going. We move forward together, one respectful interaction at a time.

You are making a real difference.

