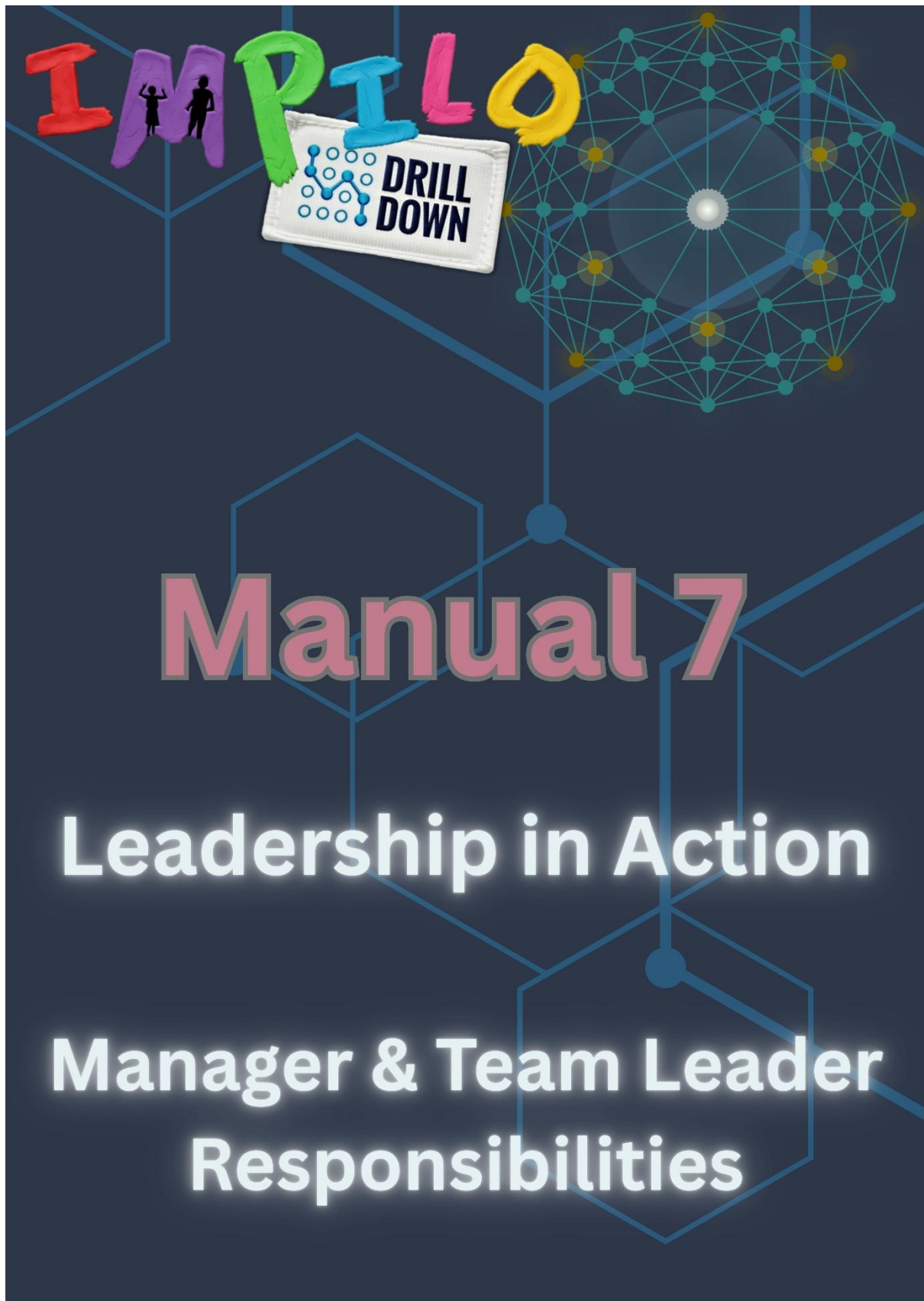


IMPITO



Module 7

PRACTICAL SKILLS FOR SAFER WORKPLACES AND STRONGER FAMILIES



SECTION 1: DESCRIPTION OF THE MODULE'S FOCUS

This module equips bank managers and team leaders with the practical skills and confidence to fulfil their duty of care in creating psychologically safe teams. You will explore how to respond effectively to disclosures, address bullying and low-level harassment, set and enforce clear team norms, and model the supportive behaviours that prevent GBV, coercive control, and harmful dynamics from taking root in banking environments.

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

Building on the foundational skills from Modules 1–6 (recognising harmful patterns, building psychological safety, adopting an upstander mindset, and responding supportively to disclosures and bullying), this module translates individual capabilities into leadership action. It connects directly to the overall programme goal of sustaining safer workplaces and stronger families by empowering leaders at all levels to drive collective accountability, reinforce team norms, and demonstrate the behaviours that protect colleagues, enhance performance, and break intergenerational cycles of harm.

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

The five videos in this module provide targeted guidance for your leadership role: Video 1 outlines your duty of care under policy and law; Video 2 demonstrates confident handling of disclosures; Video 3 offers steps for addressing peer bullying; Video 4 shows how to set and enforce team norms; and Video 5 highlights the power of modelling desired culture. This manual extends the videos with expanded scenarios relevant to different management levels (aligned with BASA 2023 demographics), ready-to-use scripts and tools, additional reflection prompts incorporating gentle uKukhula CBT, NLP, and mindfulness practices, and practical application exercises to help you immediately strengthen safety and respect in your teams.

SECTION 2: LEARNING OBJECTIVES

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

KNOWLEDGE

- Clearly explain your leadership responsibilities under South African policy, law (including the Employment Equity Act and Harassment Code), and bank procedures for preventing and addressing GBV, bullying, and coercive control.
- Describe the 5 D's Framework and how it applies specifically to leaders in branch, call centre, back-office, and hybrid banking environments.

SKILLS

- Confidently handle disclosures from team members using trauma-informed listening, belief statements, warm referrals, and appropriate follow-through while maintaining professional boundaries.
- Apply graduated response options, including the 5 D's, to safely intervene in and resolve bullying or low-level harassment between team members.
- Facilitate team discussions to establish, communicate, and enforce shared behavioural norms that promote psychological safety and respect.
- Model supportive leadership behaviours and use CBT-informed reframing, NLP rapport techniques, and brief mindfulness grounding to regulate your own responses under pressure.

ATTITUDES / BEHAVIOURS

- Demonstrate a personal commitment to proactive leadership that prioritises psychological safety, collective accountability, and the protection of colleagues and their families.
- Approach leadership challenges with cultural sensitivity, empowering language, and a values-driven upstander mindset that respects South Africa's diverse banking workforce (aligned with BASA 2023 demographics).
- Consistently role-model the behaviours you expect, fostering a team culture where everyone feels safe to speak up and support one another.

SECTION 3: KEY CONCEPTS SUMMARY

CORE CONCEPTS COVERED ACROSS THE FIVE VIDEOS

This module focuses on translating upstander skills into effective leadership action. As a manager or team leader, your role is central to building and sustaining psychologically safe teams that prevent GBV, bullying, and coercive control while supporting stronger families and higher performance.

Core Concepts Across the Five Videos

- **Leadership Duty of Care:** Leaders have both legal and ethical responsibilities to prevent harm, respond supportively, and actively shape team culture.
- **Confident Disclosure Response:** Handling reports with fairness, empathy, and clear boundaries protects individuals and demonstrates organisational commitment.
- **Addressing Bullying:** Early, proportionate intervention using the 5 D's Framework stops harmful behaviour before it escalates.
- **Setting & Enforcing Team Norms:** Clear, collaboratively developed standards create shared accountability and psychological safety.
- **Modelling Desired Culture:** Your daily behaviour as a leader has the strongest influence on team norms and safety.

KEY DEFINITIONS AND PRINCIPLES

- **Duty of Care:** Your responsibility under the Employment Equity Act and Harassment Code (2022) to take reasonable steps to prevent harassment and create a safe working environment. *Simple explanation:* It means acting proactively — not waiting for problems to become formal complaints.
- **Psychological Safety:** A team climate where people feel safe to speak up, take risks, and support colleagues without fear of negative consequences. *Simple explanation:* It is the foundation for honest communication and early intervention.
- **The 5 D's Framework** (Distract, Delegate, Document, Delay, Direct): Practical, evidence-based strategies for safe bystander intervention. Leaders adapt these according to their authority and context.
- **Modelling Behaviour:** The principle that teams tend to copy what leaders do more than what they say. *Simple explanation:* Your actions set the real standard for respect and support.

These concepts build directly on earlier modules and empower you to move from individual upstander actions to leading lasting cultural change.

SECTION 4: PRACTICAL TOOLS & SCRIPTS

This section provides ready-to-use tools and language you can apply immediately in your leadership role. All phrases are designed to be professional, trauma-informed, and culturally respectful across South Africa's diverse banking workforce.

1. LEADERSHIP DUTY OF CARE – QUICK DECISION FRAMEWORK

Step-by-step guide:

1. Pause and ground yourself (see Mindfulness tool below).
2. Assess the situation against policy and the 5 D's.
3. Choose a proportionate response.
4. Document factually and follow up.
5. Reflect and reinforce team norms.

Try This – Self-talk Anchor (CBT/NLP):

Before acting, silently say: "I am here to protect the team and uphold our standards. My calm leadership makes a difference."

2. HANDLING DISCLOSURES AS A LEADER

You Can Say (Core Principles – Listen & Believe):

- "Thank you for trusting me with this. I believe you and I'm here to support you."
- "What happened is not your fault. We will handle this together according to our procedures."
- "I need to make a warm referral to our EAP / TEARS – would you like me to do that with you now?"

NLP Rapport Phrase: "I can see this is difficult to talk about. Take your time – I'm listening."

3. ADDRESSING BULLYING BETWEEN TEAM MEMBERS – 5 D'S FOR LEADERS

Step-by-step intervention guide:

1. **Distract** – Redirect in the moment.
2. **Delegate** – Involve HR or a senior colleague if needed.
3. **Document** – Note facts privately.
4. **Delay** – Follow up privately later.
5. **Direct** – Address behaviour clearly when safe.

You Can Say:



- “I noticed that comment made the team member uncomfortable. In our team we treat each other with respect.” (Direct)
- “Let’s take a quick break and cool down – I’d like to speak with both of you separately.” (Distract/Delegate)
- “I’ve observed a pattern that doesn’t align with our team standards. How can we address this together?”

CBT Thought Reframe:

Unhelpful thought: “If I speak up it will damage team morale.” Helpful thought: “Addressing this early protects everyone and strengthens our team.”

4. SETTING AND ENFORCING TEAM NORMS

Conversation Starter Script (Team Meeting):

“You: Team, one of our strengths is looking out for each other. Let’s agree on three norms that will help us maintain respect and psychological safety. What’s one behaviour we all want to see more of?”

Enforcement Phrase:

“I appreciate your input, but that crosses our agreed standard of respect. Let’s find a better way to express that.”

5. MODELLING THE CULTURE YOU WANT

Daily Self-Check (Mindfulness Anchor):

At the start of your shift or meeting, take three slow breaths and ask: “How can I show the safety and respect I want to see today?”

You Can Say (Public Modelling):

- “I’m proud of how we supported each other on that difficult call yesterday – that’s the kind of team we are.”
- “If you ever need to talk, my door (or virtual door) is open. I believe early support makes all the difference.”

Quick Grounding Technique (Mindfulness – 20 seconds):

5-4-3-2-1: Name 5 things you see, 4 you can touch, 3 you hear, 2 you smell, 1 you taste. Use between conversations to stay regulated and present.

Handy “You Can Say” Reference Card (Recommended for printing/laminating):

- Disclosure opener: “Thank you for trusting me...”
- Bullying intervention: “I noticed...”
- Norm reinforcement: “In our team we...”
- Modelling close: “This is how we look after each other.”

These tools are designed to feel natural, respectful, and effective in busy banking environments. Practise one phrase or step today – small, consistent leadership actions create lasting cultural change.

SECTION 5: EXPANDED SCENARIO LIBRARY

Here are six realistic banking scenarios that extend the examples shown in the five videos. Each reflects the diversity of South African banking teams (aligned with BASA 2023 demographics) and common situations across branch, call centre, team meeting, and hybrid environments.

SCENARIO 1: BRANCH COUNTER (JUNIOR BLACK AFRICAN FEMALE TELLER & COLOURED MALE COLLEAGUE)

Brief context: Busy Friday afternoon in a Rustenburg branch. A junior teller (Nomusa, Black African woman, junior management) is serving customers when a senior Coloured male colleague criticises her loudly in front of clients.

What happened: The colleague says, “You’re too slow – customers are waiting because of you,” in a tone that embarrasses Nomusa.

Possible responses:

- Less effective: Ignoring it or telling Nomusa “Just ignore him – he’s always like that” (minimises the impact and fails to address the behaviour).
- Effective: Private follow-up using Direct and Delay strategies. **Recommended language/actions:** Speak to the colleague privately: “I noticed your comment to Nomusa in front of customers. In our branch we give feedback respectfully and privately. How can we support each other better during busy periods?” Document the incident factually and check in with Nomusa: “Thank you for your hard work today. That comment was not okay – I’ve addressed it.”

SCENARIO 2: CALL CENTRE (INDIAN SOUTH AFRICAN TEAM LEADER & BLACK AFRICAN AGENT)

Brief context: High-volume call centre in Johannesburg. A team leader (Priya, Indian South African woman, middle management) receives a disclosure from a Black African male agent during a coaching session.

What happened: The agent shares that ongoing bullying from another team member is affecting his concentration and home life.

Possible responses:

- Less effective: Dismissing with “Sort it out yourselves” or immediately promising to fix everything without listening (oversteps or shuts down).
- Effective: Listen, believe, and make a warm referral. **Recommended language/actions:** “Thank you for sharing this with me. I believe you and this is not acceptable. Let’s focus on how we can support you right now. Would you like me to connect you with EAP while we investigate?” Follow up within 24 hours and document.

SCENARIO 3: TEAM MEETING (MIXED DEMOGRAPHICS – BACK OFFICE)

Brief context: Weekly team meeting in a Cape Town back-office team. A White senior manager repeatedly interrupts and undermines a younger Black African female middle manager’s ideas.

What happened: The senior manager says, “That won’t work – you’re too inexperienced,” cutting her off twice.

Possible responses:

- Less effective: Staying silent to avoid conflict or publicly embarrassing the senior manager.
- Effective: Use Distract in the moment and Direct privately later. **Recommended language/actions:** In the meeting: “Let’s hear everyone’s full input – Thandi, please continue.” Privately to the senior manager: “I noticed you interrupted Thandi a few times. Our team norm is to value all contributions respectfully. How can we ensure everyone feels heard?”

SCENARIO 4: HYBRID MEETING (SENIOR LEADERSHIP LEVEL)

Brief context: Virtual hybrid meeting with participants from Gauteng and Durban branches. A senior Black African male executive makes dismissive remarks about a Coloured female team leader’s proposal.

What happened: Comments such as “That’s a soft approach – we need stronger leadership” undermine her in front of the team.

Possible responses:

- Less effective: Laughing it off or deferring action (“Let’s move on”).
- Effective: Model culture by addressing it and reinforcing norms. **Recommended language/actions:** “We value diverse perspectives here. Let’s rephrase that feedback constructively. [Name], your point on customer experience is important – please continue.” Follow up one-on-one with both parties using CBT reframe: “Many leaders worry addressing this will create tension, but clear standards actually build stronger teams.”

SCENARIO 5: CALL CENTRE POD (PEER BULLYING)

Brief context: Night shift in a Durban call centre. Two agents (one Basotho male, one Zulu female, both junior) are excluding a new Coloured colleague through subtle comments and workload dumping.

What happened: The new colleague is given the most difficult calls while others take breaks together.

Possible responses:

- Less effective: Waiting for a formal complaint.
- Effective: Delegate + Document + private coaching. **Recommended language/actions:** To the team: “I’ve noticed the call distribution feels uneven. Let’s review our rotation to make sure everyone is supported fairly.” Individual check-in: “How are you finding the team? I want to ensure you feel included and supported.”

SCENARIO 6: BRANCH LEADERSHIP REFLECTION (AFRIKANER FEMALE MANAGER)

Brief context: Small branch in Polokwane. The manager (Anika, Afrikaner woman, middle management) realises her own high-pressure style is contributing to team tension.

What happened: Staff appear hesitant to raise issues and show signs of stress affecting family life.

Possible responses:

- Less effective: Continuing the same style while expecting different results.
- Effective: Model vulnerability and norm-setting. **Recommended language/actions:** In a team huddle: “I’ve reflected on my approach and want us to build a culture where we can speak openly. One norm I suggest is checking in on each other’s workload. What else would help us support one another and our families better?” Use a brief mindfulness grounding before the conversation.

These scenarios illustrate real leadership moments you may encounter. In each case, combining the 5 D’s with calm, respectful language and cultural awareness leads to safer teams and better outcomes. Use the reflection questions in the next section to consider how you would apply these in your own context.

SECTION 6: APPLICATION & REFLECTION

PAUSE AND CONSIDER

Take a quiet moment (use the 5-4-3-2-1 grounding technique if helpful) before answering these questions:

- How does recognising my duty of care as a leader change the way I view everyday team interactions?
- When have I seen (or experienced) the impact of a leader modelling respectful behaviour — or the cost when it is missing?
- Which of the 5 D’s feels most natural for me to use, and which might need more practice?

PERSONAL APPLICATION QUESTIONS

- What is one current situation in your team (branch, call centre, or hybrid setting) where you could apply a clearer team norm or use one of the intervention phrases from this module?
- Think of a recent disclosure or bullying incident you handled or witnessed. Using a gentle CBT reframe, what helpful thought could replace any unhelpful automatic thought (e.g., “It’s too risky to speak up”) and strengthen your response next time?
- How can you intentionally model one supportive leadership behaviour in the next week that honours our diverse workforce and protects both colleagues and their families?

REFLECTION PROMPTS (TRAUMA-INFORMED & EMPOWERING)

- What strengths do you already bring as a leader that help create psychological safety? How can you build on them?
- If a team member disclosed something difficult to you tomorrow, what small action would help them feel believed and supported?
- How does leading with respect and courage contribute to breaking intergenerational patterns and creating safer homes for the next generation?

TEAM DISCUSSION STARTERS (FOR YOUR NEXT TEAM MEETING OR HUDDLE)

1. “One thing I appreciate about how we support each other is... What is one norm we can agree on this month to make our team even safer and more respectful?”

2. “As leaders, how can we make it easier for anyone to speak up about bullying or workload issues without fear?”
3. “What does good follow-up after a difficult conversation look like in our team?”

End your reflection with this empowering self-talk anchor (NLP-inspired):

“I lead with care and clarity. My actions help build a team where everyone can thrive – at work and at home.”

Take one small step this week. Your leadership makes a real difference.

SECTION 7: QUICK REFERENCE TOOLS

LEADERSHIP DUTY OF CARE CHECKLIST

- Pause & ground myself before responding
- Listen and believe disclosures without judgment
- Assess risk and apply appropriate 5 D’s strategy
- Document facts privately and securely
- Make warm referral to EAP / TEARS if needed
- Follow up sensitively within 24–48 hours
- Reinforce team norms publicly and privately
- Model respectful behaviour consistently

KEY PHRASES SUMMARY (READY-TO-USE)

Handling Disclosures

- “Thank you for trusting me. I believe you.”
- “This is not your fault. How can I support you right now?”
- “Let’s connect you with EAP together.”

Addressing Bullying / Harassment

- “I noticed that comment/behaviour. In our team we treat each other with respect.”
- “Let’s take a break and speak privately.”
- “This crosses our team standards. How can we resolve this fairly?”

Setting & Reinforcing Norms

- “One norm that helps us is...”
- “We value everyone’s contribution here.”



- “I’m proud of how we supported each other today.”

Modelling Culture

- “My door is open if you need to talk.”
- “Let’s check in on workloads so no one feels overwhelmed.”

5 D’S DECISION GUIDE FOR LEADERS (QUICK FLOW)

1. **Is immediate safety needed?** → **Direct** or **Distract**
2. **Do I need extra support?** → **Delegate** (HR / senior leader)
3. **Is evidence important?** → **Document** factually
4. **Can I follow up later?** → **Delay** – private check-in
5. **Choose the safest, most effective action** for the specific context and your role.

SELF-CARE & GROUNDING QUICK TIPS (FOR LEADERS)

20-second Grounding (Mindfulness): 5 things you see, 4 you can touch, 3 you hear, 2 you smell, 1 you taste.

CBT Quick Reframe: When feeling overwhelmed, ask: “What would I tell a colleague in my position?”

NLP Self-Anchor: Before a difficult conversation, take one deep breath and silently say: “I lead with calm confidence and care.”

End-of-Day Ritual: Note one positive leadership action you took and one thing you are grateful for in your team.

Print this page as a pocket guide or laminate for your desk. Keep it visible as a daily reminder that your leadership builds safer workplaces and stronger families.

SECTION 8: RESOURCES & SIGNPOSTING

INTERNAL BANK RESOURCES

- Employee Assistance Programme (EAP) – Confidential counselling and support (available 24/7)
- Bank Harassment / GBV Policy and Reporting Channels (refer to your intranet or HR portal)
- Psychological Safety and Wellbeing Guidelines
- Line Manager Escalation Pathways and Duty of Care resources

EXTERNAL SUPPORT

- TEARS Foundation: 0800 12 10 12 (24-hour helpline)
- National GBV Command Centre: 0800 428 428 (24 hours)
- Lifeline South Africa: 0861 322 322

- Local community counselling services and shelters (contact your provincial Department of Social Development)

RELATED PROGRAMME RESOURCES

- Module 4 & 5: Responding to Disclosures (deeper listening and follow-through skills)
- Module 6: Practical Tools for Addressing Bullying
- Module 10: Creating Team Norms & Collective Accountability
- Module 11: Protecting Yourself & Your Colleagues (self-care and vicarious resilience)
- Full programme PDF manuals and video library

ENCOURAGING CLOSING MESSAGE

You now have practical leadership tools to create safer teams and model the respectful culture banking professionals deserve. Your consistent actions as a leader protect colleagues, strengthen families, and contribute to the transformation journey of our sector.

Every time you listen with belief, intervene with care, or reinforce positive norms, you make a meaningful difference. Thank you for stepping up as a Skilled Upstander Leader. You are building workplaces where everyone can thrive.

Keep leading with courage and compassion — your team is better because of you.

