ScreenSkills
High-end TV

Leadership Refresher

An Easy Read Guide

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Tip!

Words in **pink** can be found in the Easy Read Glossary

	Leadership is when you set a good example to your team and support them.
	It can also mean being the person who works out how to solve a problem. Problems at work might be:
	People in the team not agreeing with each other
	Someone being late all the time
	or someone not behaving properly.

	This guide has tips on how to be a good leader.
	It shares **best practice**. This means working in a way that other people have found works well before.
	Best practice prepares you for the best thing to do when a situation comes up in the future.
	If you are a confident leader already, this guide might still be helpful to you.
	Spend time reading this guide to make sure you become or stay a confident leader.

	On some productions, 2 people can be doing the same job but be paid different amounts. This is because they each have different experience and skills.
	A good leader tells the truth about how much they are paid
	because if you lie and people find out you might not be trusted in the future.
	If you have promised to pay everyone the same amount, you should do this
	even if it means changing the budget to afford it.

	Sometimes crew join productions at the last minute.

For example, **dailies**, assistants and trainees. |
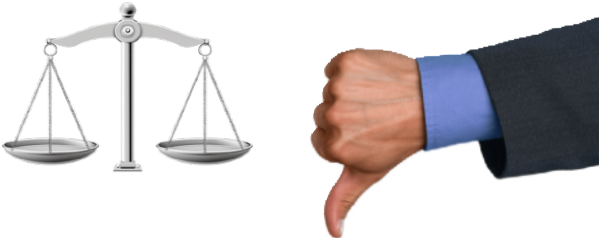| | A good leader makes sure every new crew member gets an **induction** |
| | even if you are short on time. |
| Plan Schedule
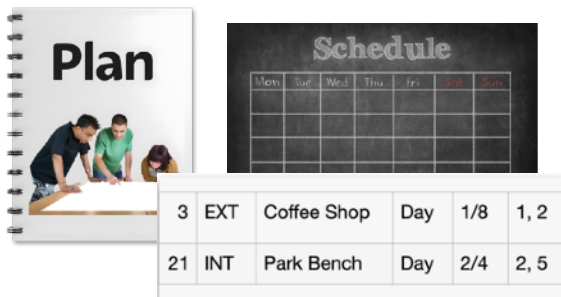
3 EXT Coffee Shop Day 1/8 1, 2
21 INT Park Bench Day 2/4 2, 5 | An induction explains the plan for the day or production. |
| Job Description
Duties
Tasks | It helps people have a clear goal and understanding of their job. |

	Conflict means when people do not agree. It can be about something big or small.
	Having team members who are always disagreeing with each other can make a **hostile environment**.
	A hostile environment makes other people in the team feel uncomfortable.
	Or sometimes, they can take sides and get involved in the argument.
	A hostile environment can affect everyone's work and **wellbeing**.

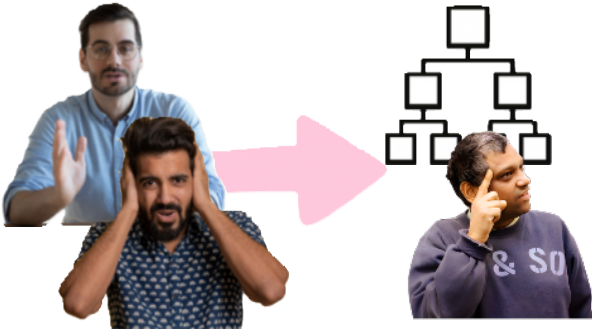|	
	A good leader can manage conflict and stop a hostile environment from happening.
	This means helping the disagreements to stop
	and finding a way for everyone to work well together.
	You will need skills in communication and **empathy**.
	You should not ignore things that are making your team unhappy.

	To manage a conflict, a good leader talks to each person on their own to understand what is bothering them.
	They do not take sides.
	Then, they come up with ideas of how solve the problem.
	For example, if people are arguing because one does not listen to the other, make sure they understand the team **hierarchy**.
	Or if one person says the other is not doing their job properly, offer to support everyone with extra training.

Being an Inclusive Leader

	It is important everyone on your team feels included.
	You can build team trust and friendship by arranging social events to do outside of work.
	It is important to make sure the event you do includes everyone.
	Many people like to go to the pub to get to know each other.
	But this is not **inclusive**.

	There are lots of reasons people do not want to go to a pub:
	They do not drink alcohol
	They need to go home for family responsibilities
	Or the pub is not suitable for their access needs.
	For example, a loud pub can affect how easily some people can hear conversations.

| | To make sure your team feel included for social things, plan different events each time.

For example: |
|---|---|
| | Go to the pub |
| | Go for a coffee or an ice cream |
| | Play a board game together at lunchtime. |
| | Best practice is to have socialising events at the workplace or during the working day to make it easier to include everyone. |

	Being inclusive as a leader means making sure you are hiring a wide range of people on your team.
	This starts before you interview people for the job.
	When you advertise a job, it is important to make sure a lot of people can see it.
	This means advertising on industry job sites as well as places like the Job Centre.
	Make sure the job advert includes only the skills that are definitely needed.

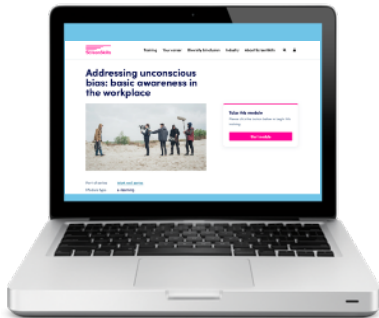|	
	For example, not all jobs need someone to have a driving license.
	Asking for this skill excludes people who cannot afford to drive
	as well as those with other access needs.
	If you are not sure about how to be inclusive it is important to find resources to learn from.
	You should not expect someone who is not a specialist to teach you about their needs, culture or experiences.
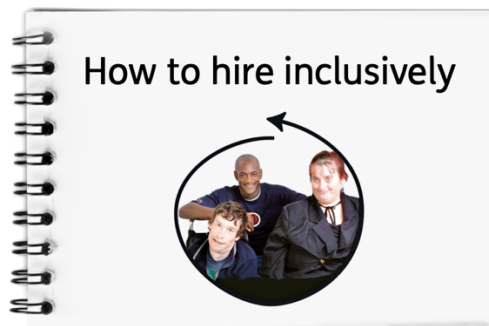
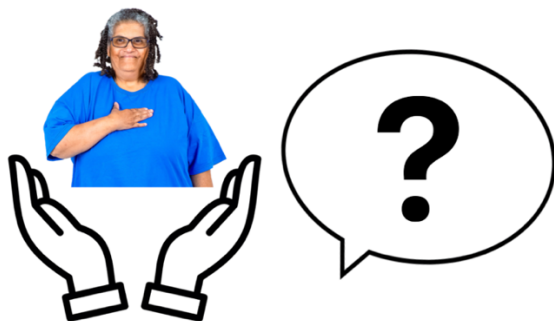|	
How to hire inclusively	There are resources to help leaders hire inclusively.
Addressing unconscious bias: basic awareness in the workplace	Look at the Unconscious Bias training on the ScreenSkills website to start.
• My needs • My culture • My experience	Sometimes people might choose to share their experiences or culture with you.
	If they do, make sure you listen.
?	Be respectful with the questions you ask.

	A good leader supports their team to be inclusive, too.
	For example, if a team member tells a joke that is offensive
	you should tell them some words and topics are not appropriate for work.
	The meaning of words can change over time, so a person might not know that the ones they use are hurting others.
	Have a calm conversation to explain this to help avoid conflict in your team.

Constructive Feedback

	A good leader gives **constructive feedback**.
	Constructive feedback means giving someone information to help them improve
	without making them feel like it is a bad thing.
	Constructive feedback is better than telling someone they keep getting things wrong.
	That is called criticism and can make people feel bad about their work, their team and themselves.

	Feedback works best when you do it a lot as a team leader.
	You should tell people when they are doing a good job, too.
	At the start of the job, let people know that they can come to you for help and advice.
	This will build trust in your team
	and give people confidence in asking for support.

	If you notice someone doing something that needs improvement
	for example, a team member is finding something difficult, or their behaviour is causing problems
	first, have a private conversation with them.
	Listen to their side and what they feel would help.
	Ask how you can support them to do a better job or fix what is going wrong.

	Before you talk to them, come up with an idea to suggest and plan what you are going to say.
	For example, if someone is always late to work, suggest they leave home earlier.
	Or, if someone on your team is normally good at their job but is now making a lot of mistakes
	ask if something has changed with their job or at home to affect their work.
	Let them know that getting something wrong does not make them a bad person.

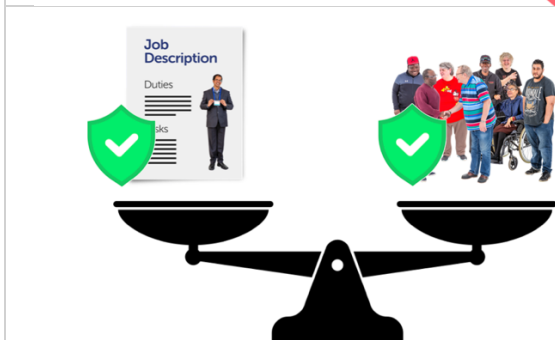|	
	Sometimes, things do not improve, even with support.
	This means you will have to have a difficult conversation with the team member about whether they can do the task.
	If they cannot then you will need to find a solution that benefits your team overall.
	Consider whether you should give that task to someone else.
	It is important to balance supporting your team with the needs of the job.

Bullying and Harassment

	Bullying and **harassment** can happen on a production. Bullying can be:
	The way someone behaves
	The way someone speaks ＃＠％＊！
	The way someone moves, such as getting close to someone without permission
	Or by not including people on purpose.

	You have a **duty of care** to your team.
	People need to be able to talk to you if they think they or someone else is being bullied.
	If this happens, you should know who to speak to next.
	This might be your manager or a **Head of Department** or the **Producer**.
	It is your job as a leader to make sure bullying and harassment is dealt with quickly.

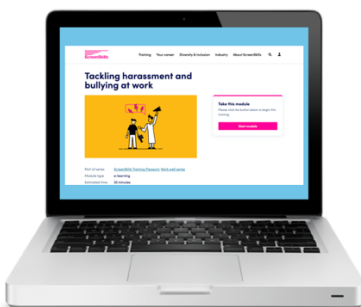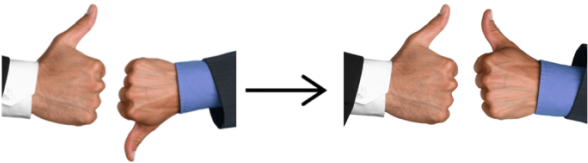|	
	Each company has a different process of handling complaints about bullying and harassment.
	You should know the company's policy on bullying and harassment
	including where to find it if someone else needs to read it.
	There are other Screenskills resources you can point people to for help:
	The Anti-Bullying module explains how to manage bullying and harassment at work.

	Remember that leadership is about:
	Managing conflict in a positive way
	Giving constructive feedback
	Taking action against bad behaviors
	And making sure the workplace is safe and fair for everyone.