



LEVEL 7 STRATEGIC MANAGEMENT AND LEADERSHIP

Day Four

Ian "Ren" Rennie



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Session 1

- Understanding Organisational Design and Culture

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Organisational design as a process

- is a review of what an organisation wants and needs
- an analysis of the gap between its current state and where it wants to be in future
- the design of organisational practices that will bridge that gap.

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What Triggers Organisational Design?



- Changes in the environment
- A new strategy
- Current design is not fit for purpose
- Appetite for continuous improvement
- A new broom.

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Organisation design as a process

- Will usually involve a holistic review of everything from:
 - Systems
 - Structures
 - People practices
 - Rewards
 - Performance measures
 - Policies
 - Processes
 - Culture
 - Wider environment.

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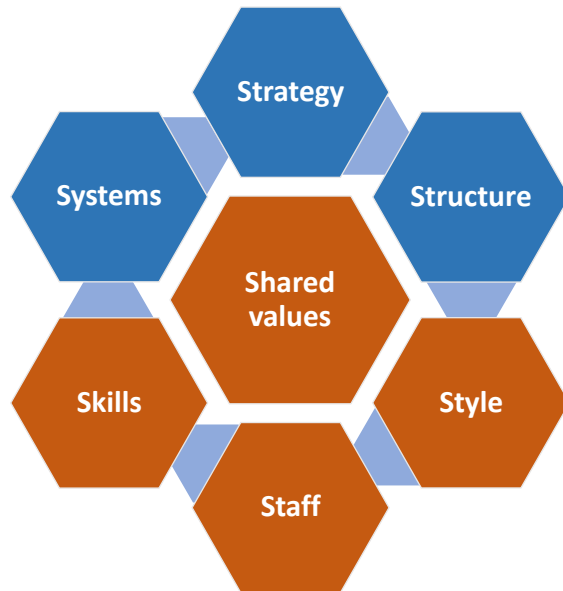
Traditional systems based approaches

- [McKinsey 7-S Model](#) – systems, strategy, structure, style, staff, skills & shared values
- [Galbraith Star Model](#) – strategy, structure, people, rewards, process
- [Burke Litwin Model](#) – mission / strategy, structure, task, leadership, management practices, work unit climate, motivation, organisation culture, systems, individual needs and values, external environment, performance.

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McKinsey's 7S Framework

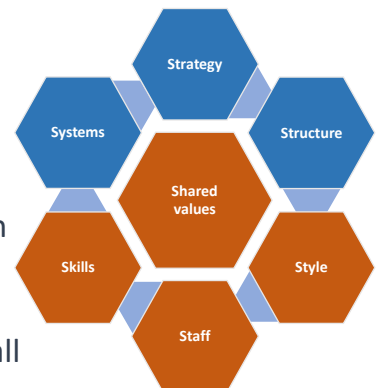


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Hard Ss

- **Strategy:** the direction and scope of the organisation over the long term
- **Structure:** the basic organisation, its departments, reporting lines, areas of expertise and responsibility (and how they inter-relate)
- **Systems:** formal and informal procedures that govern everyday activity, covering everything from management information systems, through to the systems at the point of contact with the customer (call centre systems, online systems, etc).



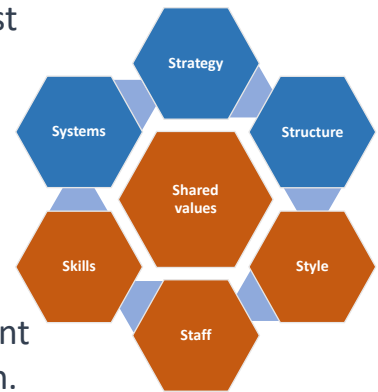
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Soft Ss

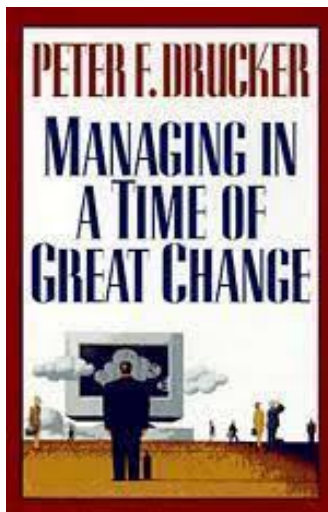


- **Skills:** the capabilities and competencies that exist within the organisation. What it does best
- **Shared values:** the values and beliefs of the organisation. Ultimately, they guide employees towards 'valued' behaviour
- **Staff:** the people resources and how they are developed, trained and motivated
- **Style:** the leadership approach of top management and the organisation's overall operating approach.



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Is culture important?



- According to Peter Drucker:
- "Culture eats strategy for breakfast".

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What is organisational culture?

- Organisational socialisation
 - Formal
 - Informal
- Behavioural conformity
 - Values and beliefs
 - Behaviours
- Observable: Artifacts and behaviours: symbols, awards, stories, heroes, slogans, ceremonies
- Not Observable: Values and beliefs, Underlying assumptions.

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What is organisational culture?

- It is an organisation's value system and its collection of guiding principles
- Values are often seen in conjunction with mission or vision statement
- Culture is reflected by management policies and actions
- Culture and values are strongly influenced by the leadership.

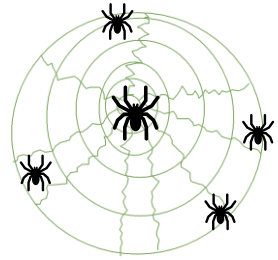
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Culture – institutions



- Power or Zeus culture
- Energy, drive and direction from central power source
- Source can be a person or “club”
- Personal relationships matter more than formal titles or position
- Ability to move quickly, react well to threat and danger
- Individuals need to be power oriented, politically minded and risk takers
- Quality of central power paramount to success
- Minimal systems
- Resource power base
- Faith in an individual not in a committee.



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Culture – institutions



- Apollo or Role culture
- Logical, rational, bureaucratic
- Top (pediment) co-ordinates
- Strength in its pillars - functions, specialisms
- Control through procedures and systems for roles, communication, disputes
- Role more important than the person or personal relationships
- Power, typically, depends on position within the institution
- Slow to see need for change, slow to change.



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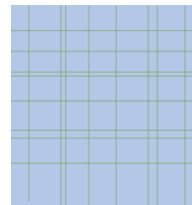
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Culture – institutions



- Task or Athena culture
- Concerned with continuous and successful solutions to problems
- Focus on bringing together the right resources
- Expertise power
- Team culture - uses unifying power of the group
- Very adaptable - forms project groups/task forces
- Appropriate where flexibility and sensitivity to market or environment are important
- Performance focused, reward results
- Difficult to control - full of resourceful people.



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Culture – institutions



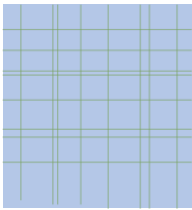
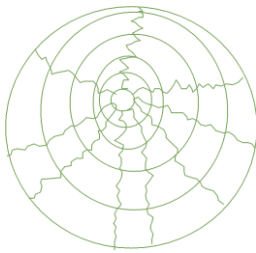
- Person or Dionysus culture
- An existential institution which exists to help individuals achieve their own objectives
- Culture liked by professionals, expert power
- People don't like to be classified
- Individual is paramount
- Management seen as a chore, control mechanisms are through mutual consent
- Little allegiance to organisation, team members are typically very marketable and can be very mobile
- Hard to influence but, at the same time, very adaptable.



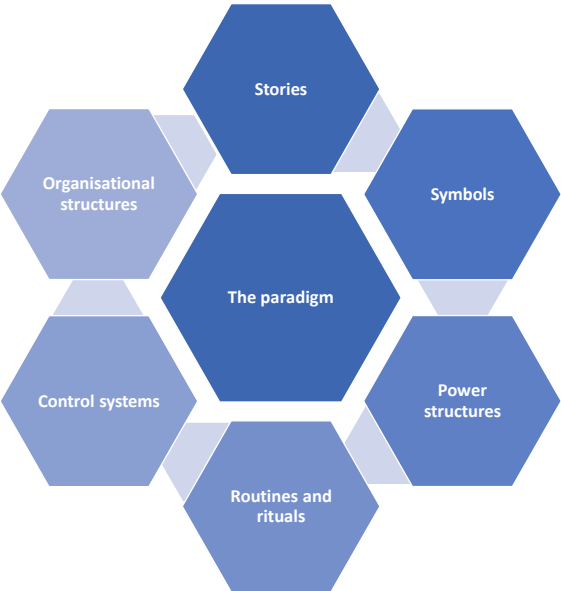
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The Culture Web



Developed by **Gerry Johnson and Kevan Scholes** in 1992

Stories



- How an organisation understands and explains itself
- Stories can tell us much about what an organisation really values
- What stories do people currently tell about your organisation?
- What reputation is communicated amongst your customers and other stakeholders?
- What do employees talk about when they think of the history of the organisation?
- What stories do they tell new people who join the organisation?
- What heroes and villains appear in these stories?

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Rituals and routines



- The expected norms and practices - expectations
- What do visitors to your organisation expect when they walk in?
- What do people working in your organisation expect?
- What would be immediately obvious if it was changed?
- What behaviours do these routines encourage?
- What core beliefs do these rituals reflect?



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Symbols

- Physical artifacts. The official and unofficial representation of culture
- Are there any visible status symbols?
- What image is associated with your organisation, looking at this from the separate viewpoints of stakeholders and staff?
- What language and jargon is used?
- Includes branding, the way the office looks and the dress code.



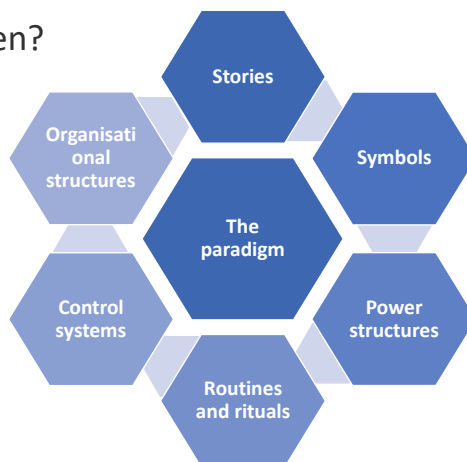
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Organisational structures

- What is written down and what is unwritten?
- Is the organisational structure:
 - Flat or hierarchical?
 - Formal or informal?
- Where are the formal lines of authority?
- Are there informal lines?



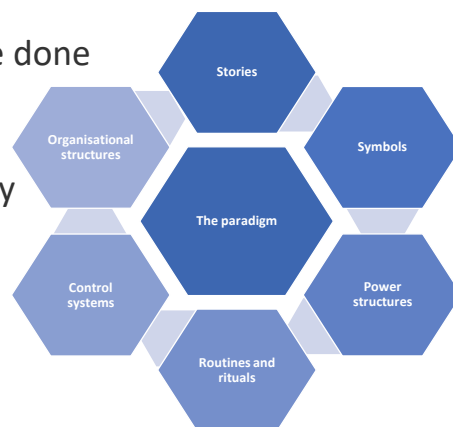
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Control systems

- How an organisation controls how things are done
- What processes or procedures have the strongest/weakest controls?
- Is the organisation generally loosely or tightly controlled?
- What gets rewarded?
- Are there penalties, e.g. for poor work?
- What reports are issued to keep control of operations, finance, etc...?



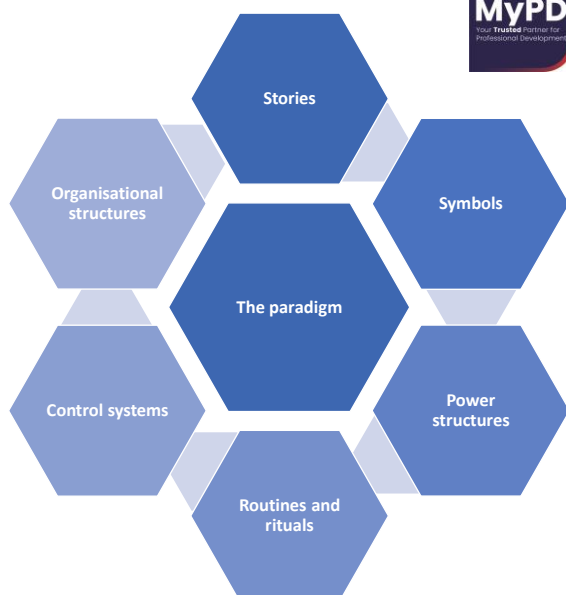
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Power structures

- Where does real power lie within the organisation?
- An individual or a group of people?
- What do these people believe in and champion within the organisation?
- How is this power used or abused?



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Actions to change culture: checklist

- 1. Understanding where the culture is now
- 2. Clear statement that DEFINES the requirements of the new culture
- 3. Leaders and managers LIVING the new culture and behaviours
- 4. TRAINING and DEVELOPMENT that supports the new culture
- 5. MEASURING behaviour and REWARDING demonstration of the required behaviours/performance
- 6. Alignment of artifacts: stories, symbols, rituals, heroes with the new culture
- 7. Consistent and continuous COMMUNICATION aligned to new behaviours, artifacts etc., etc.
- 8. RECRUIT new employees who match the new culture
- 9. REMOVE employees whose behaviours/performance deviates from the new culture values.

Session 3

- Mental Health and Wellbeing at Work



Definitions

- Mental health is about my mental condition and mental capacity to perform
 - Affected by a medical illness or the external environment
 - Or both
 - Alzheimer's or depression?



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Defining Mental Health

- Mental health is a state of wellbeing in which the individual realises their own abilities
- can cope with the normal stresses of life
- can work productively and fruitfully and
- is able to contribute to their own community.

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Exercise



What is mental health?
(Is the wrong question)
What is health?

No health without mental health!



What is Health?



- Physical Health
 - How our bodies are
 - Having a healthy body is important
 - Keeping fit
 - Eating well
 - Adequate sleep
 - Stress management



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What is Health?



- Mental Health
 - How our minds are
 - Thoughts, feelings, emotions & behaviours
 - Having a healthy mind is just as important as having a healthy body
 - Can't ever properly have one without the other!
 - The same things that keep our bodies healthy also keep our minds healthy.



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Mental health



- 3/10 employees will have a mental health problem of some sort in any one year.



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Stress vs Mental Illness



- Distinctions between 'pressure', 'stress' & 'mental health problems'
- Everyone feels under pressure sometimes
- Not everyone suffers the adverse effects of stress or a mental health problem
- One person's 'spur to action' is another's crisis and cause of 'melt down'
- Ability to work under pressure varies according to other factors.

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Mental Health Problems Facts

- Extremely common
- 1 in 4
- Rank alongside cardiovascular disorders and cancer as among the UK's biggest health problems.



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Mental Health Problems Facts

- Can take many forms including –
severe stress, depression, bipolar affective disorder, schizophrenia, eating disorders, anxieties, phobias, obsessive compulsive disorder, drug and alcohol abuse, post-traumatic stress disorder, complex bereavement and dementia.



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What is this?



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Neurodiversity and mental health



- Neurodevelopmental conditions such as autism and ADHD are not mental health conditions
- But being neurodivergent in a neurotypical world can lead to challenges that may increase the risk of stress, anxiety or depression
- Research indicates that neurodivergent people are more likely to experience mental health issues than neurotypical people
- For example, up to half of autistic people also experience depression at some point in their lives (National Autistic Society) and up to half of those with ADHD experience one or more anxiety disorders (National Library of Medicine).



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Why the link between neurodevelopmental conditions and mental health?

- Number of factors including:
- differences in how the neurodivergent interact with the world and experience particular situations, which can lead to increased stress and anxiety
- negative attitudes and a lack of understanding from others, that can lead to loneliness and feelings of isolation
- differences in understanding relationships and social situations
- ... and sometimes, characteristics associated with neurodevelopmental conditions can be mistaken for symptoms of mental health conditions, which in turn can make it difficult to get the right support.

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Mental Health Problems Facts

- Named conditions – be informed!
- <https://www.rcpsych.ac.uk/mental-health/mental-illnesses-and-mental-health-problems>



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Mental Health Problems Facts

- People feel very uncomfortable talking about mental health
- A reason for this is stigma
- People with mental illness can be stereotyped and discriminated against
- We want to believe 'that could never be me'
- For some people, the impact of stigma is worse than the symptoms of their illness
- We are frightened of mental illness in a way that we are not about physical illness.



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What the law says...

The Equality Act (2010)

Coalition Govt. strategy – No Health
without Mental Health (2011)

Health and Social Care Act 2012 – Parity
of Esteem (2012)

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Parity ...?



- According to research by the charity Rethink Mental Illness, people are [eight times more likely to wait more than 18 months](#) for mental health treatment than for physical conditions
- Official figures show there were about [3.8 million people in England in contact with NHS mental health](#), learning disability and autism services in 2023-24, up almost two-fifths compared with before the pandemic.

Six stress factors in the work environment



Source: HSE's *Managing the causes of work-related stress*

	Demands	workloads, conflicting priorities, unrealistic deadlines, emotional demands
	Control	how much say a worker has in the way they do their work
	Support	the support and encouragement workers get from their employer, manager and colleagues
	Relationships	includes a positive working environment, managing conflict, dealing with unacceptable behaviour
	Role	managers ensuring workers understand their roles and that these roles do not conflict
	Change	how employers manage and communicate organisational change including consultation.



Employer obligations?



- Employers have a legal duty to risk assess any hazards in the workplace, and take steps to control the impacts
- These hazards include stress and there are many ways this can manifest itself.

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Line manager difference

- 22% of an individual's well being can be accounted for by the extent to which their Line Manager supports and role models good practice around resilience and wellbeing
 - (The Wellbeing Project, 2022).



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The role of managers and leaders?

- 1

Demonstrate positive behaviours that facilitate positive relationships
- 2

Encourage employees to perform at their peak by providing stimulating work environments
- 3

Develop resilience in others by exposure to challenge and growth and learning opportunity
- 4

Prevent distress triggers in the workplace
- 5

Respond positively when distress triggers occur.

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Exercise



Why is tackling mental health issues difficult?

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Why is tackling mental health issues “difficult”?



- You're either mentally ill or mentally healthy
- Mental illness is a sign of weakness, especially in men (Stigma)
 - Career limiting
- Confidentiality (treatment of data)
- People with mental illness are difficult / violent
- Mental health problems are forever (short term vs long term)
- We get scared and we don’t know how to handle it
- If you have a ‘Wellness’ policy it might not necessarily support the ‘how to’.

Why is it “growing” in the workplace?



Because there is an increase in mental health issues!



Awareness of mental health issues

Media, Labelling, Internet, Reporting



Information/Speed of life overload

Lack of education/training in mental resilience
Overwhelm - Having the ‘perfect’ life



Social/Environmental/Cultural change.

Wellbeing

- Employee wellbeing should be a higher priority for organisations
- A mentally resilient workforce makes for a more resilient organisation.



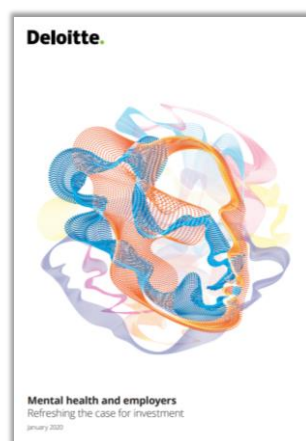
<https://www2.deloitte.com/uk/en/pages/press-releases/articles/poor-mental-health-costs-uk-employers-up-to-pound-45-billion-a-year.html>

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Wellbeing

- Deloitte, estimated that even before the pandemic, poor mental health was costing UK employers £45 billion each year
- And that for every £1 spent on mental health interventions ...
- Employers gain £5 in
 - reduced absence
 - presenteeism
 - employee turnover.



<https://www2.deloitte.com/uk/en/pages/press-releases/articles/poor-mental-health-costs-uk-employers-up-to-pound-45-billion-a-year.html>



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Why does staff wellbeing matter?

- How people feel on a daily basis is likely to affect their performance and, in turn, the performance of others
- Happier, motivated people make other people feel happier, motivated and more confident
- Reduced sick absence
- Enhanced people retention.



How organisations can help

Universal support	Targeted support	Specialist support
• Well-being policy • Drop in sessions • Education programme • No, blame culture • Employee well-being suggestion box	• Supervision • Mental health training • Mandatory well-being check-ins • Well-being events	• Employee assistance programmes • Crisis support • Referrals to occupational health specialists.



Universal support checklist

Universal support	Targeted support	Specialist support

- Does your organisation have a wellbeing strategy?
- Has it been co-produced with staff?
- Is it effectively implemented and routinely reviewed through a process of consultation
- Is the workplace a positive environment for staff?
- Is there a dedicated space where they can go and take time out? Is it appealing and looked after?
- Are there any low cost ways to promote wellbeing and make staff feel valued (e.g. acknowledging good work, having fruit in the workspace, bringing in treats to say thank you)?
- Do senior leaders model good working practice and self-care to encourage an appropriate work-life balance?



Universal support checklist

Universal support	Targeted support	Specialist support

- Do senior leaders encourage staff to take breaks, to finish on time?
- Is there a culture of clear communication about workplace wellbeing?
- Do employees feel able to talk about concerns?
- Do all senior team members have an open-door policy and do staff know they can discuss anything with them?
- How are people consulted about change and involved in developing problem-solving strategies?
- Is there a regular wellbeing survey, for example, and could it help generate feedback and ideas?
- Is there a senior champion for wellbeing?



Targeted support checklist

Universal support	Targeted support	Specialist support

Do you have practical strategies in place to promote good staff wellbeing?
For example:

- Providing staff mindfulness, relaxation and managing stress sessions
- Wellbeing Wednesdays
- Other actions to normalise the process of speaking about wellbeing
- Feedback that concentrates majors on the ‘praise’ aspect
- Buddy arrangements to encourage colleagues to support each other
- Making employee recognition and praise a part of the organisation’s culture.



Specialist Wellbeing support

Universal support	Targeted support	Specialist support

- Are employees and leadership team confident and encouraged to notice and offer support early when a colleague’s wellbeing is under threat?
- Is there clear information for staff about how they can get help inside and outside the organisation if they need it?
- Is there a confidential employee assistance programme and do people know how to access it?
- Is there advice and guidance for senior staff about supporting someone with mental health difficulties?
- Are there good training and development opportunities for staff at every level?



Wellbeing understood

- Well-being is defined as ‘a satisfactory condition of existence’
- Martin Seligman is one of the founders of positive psychology
- He developed a five element model of psychological well-being and happiness widely known as PERMA
- Seligman believes that these five elements can help people work towards a life of fulfilment, happiness, and meaning
- Many organisations use this model to develop programmes that help people discover and use new cognitive and emotional tools.

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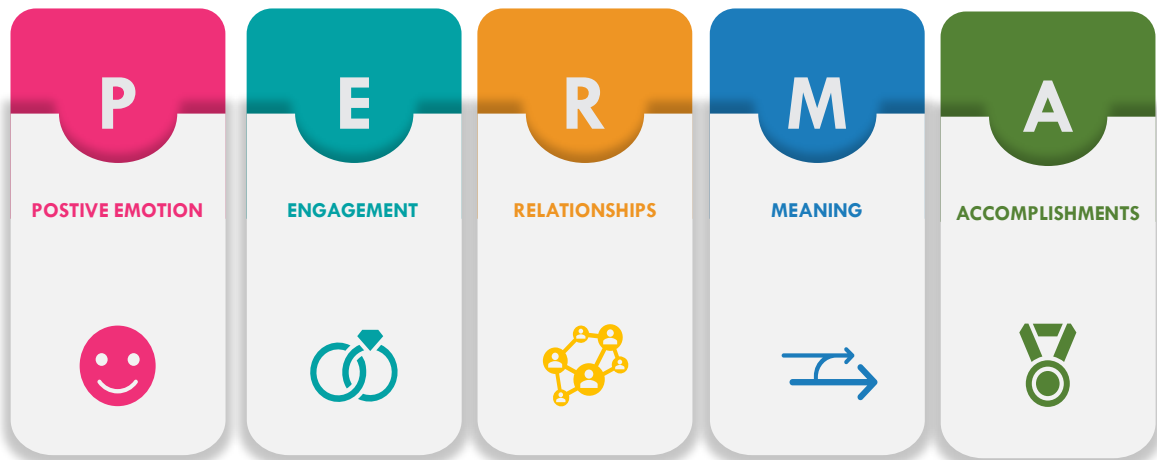
How does PERMA work?

- Sometimes when things are difficult, our focus is drawn to what is wrong in our lives
- PERMA encourages you to stop, look, listen and think about the small glimmers of positivity in your everyday life
- Noticing these things helps amplify them and make us more aware of them
- This has much in common with mindfulness and solution focused techniques.

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PERMA Wellbeing model



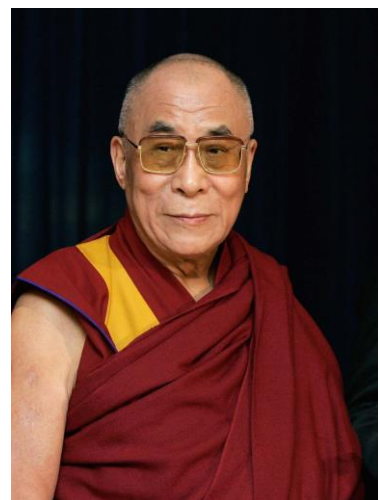
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Can happiness be achieved?



- 'Happiness is not something ready made
- It comes from your own actions'
 - The Dalai Lama, patron of Action for Happiness.



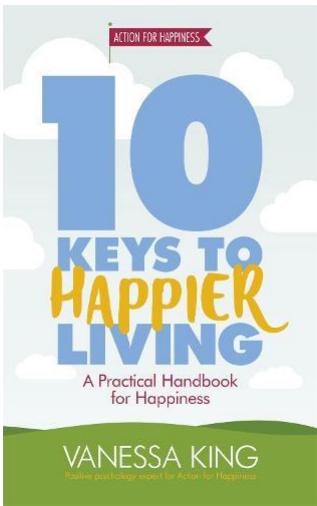
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Can happiness be achieved?

- According to the nonprofit Action for Happiness, focus on a few key areas can enrich our lives and make them more rewarding
- Psychologist Vanessa King set out a model for doing so in her 2016 book, "10 Keys to Happier Living"
- It's a straightforward guide to finding happiness and success in everyday life, and it may help people flourish in and outside of the workplace.



<https://actionforhappiness.org/10-keys>

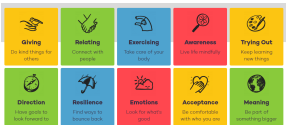


 Giving Do kind things for others	 Relating Connect with people	 Exercising Take care of your body	 Awareness Live life mindfully	 Trying Out Keep learning new things
 Direction Have goals to look forward to	 Resilience Find ways to bounce back	 Emotions Look for what's good	 Acceptance Be comfortable with who you are	 Meaning Be part of something bigger



GREAT DREAM

- Giving, in the broad sense of doing things for others
 - Relating positively to other people
 - Exercising, to take care of physical well-being
 - Awareness, through a mindful appreciation of the world
 - Trying Out new things, to become more creative
-
- Direction, involving the development of life and career goals
 - Resilience, to enable recovery from setbacks
 - Emotions, focusing on positive feelings and responses
 - Acceptance of who you are and what you can and can't do
 - Meaning: developing a sense of purpose.



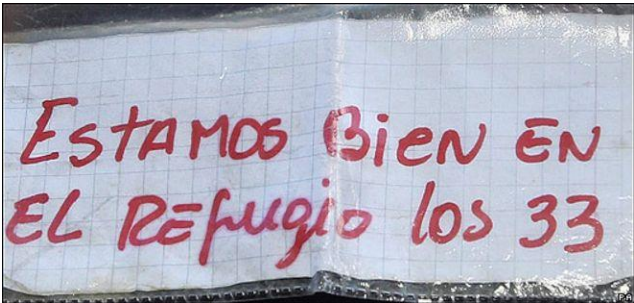
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Resilience: Ordinary or Extraordinary?

- There are many examples in history of mythic, heroic, extraordinary individuals who have been “models of resilience”
- But research has shown that “ordinary” people commonly demonstrate resilience as well
- What is the story behind this image?



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“Ordinary” People Demonstrate Resilience



- “...the presumption that men and women will usually break down emotionally if subjected to severe hardship is flawed
- Most people have deep resilience and the ability to persevere in extreme situations
- Those miners reached for the best in themselves
- Maybe if it were one man trapped down there, he would have died
- But as a team, they survived.”
 - Claudio Ibañez, co-leader of a psychological team at the mine and one of the first to make contact with the trapped miners

6 Domains of resilience



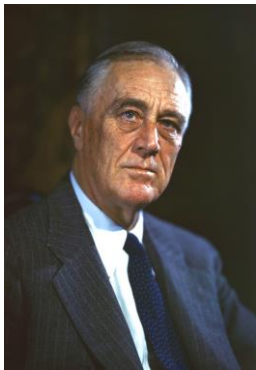
					
Vision	Composure	Reasoning	Health	Tenacity	Collaboration
Purpose	Managed emotion	Problem solving	Nutrition	Persistence	Networks
Goals	Interpretation bias	Resourceful	Sleep	Optimism	Social context
Congruence	Control	Anticipation and readiness	Exercise	Bounce back	Managed perception.

Session 4

- Team Identity: Diversity, Inclusion and Embedding Equality

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**What do
these
famous
people
have in
common?**

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The moral case



- Regardless of our identity, background or circumstance, we all deserve the opportunity to:
 - develop our skills and talents to our full potential
 - work in a safe, supportive and inclusive environment
 - be fairly rewarded and recognised for our work
 - have a meaningful voice on matters that affect us.



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The economic case



- Everyone stands to benefit when we embrace and value diversity of thoughts, ideas and ways of working that people from different backgrounds, experiences and identities bring
- So organisations should ensure they do not put any group at a disadvantage
- Failure to do so will result in significant legal costs, compensation and settlements paid to avoid defending expensive discrimination claims.



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The business case



Talent reputation

- People want to work for employers with good employment practices
- They also want to feel valued at work
- Organisations need everyone who works for them to make their best contribution

Corporate reputation

- Organisations with a reputation for social exclusion and can limit performance, outreach, efficiency and effectiveness
- Increasingly important in attracting and retaining customers and employees.

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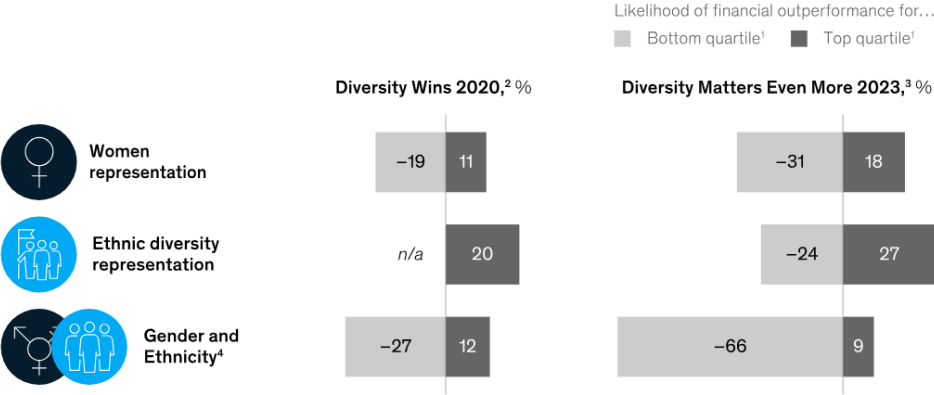
<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact#/>



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The difference in likelihood of financial outperformance.



¹Top quartile company likelihood of financial outperformance over average from bottom 3 quartiles; Bottom quartile company likelihood of financial outperformance below average from top 3 quartiles.
²Gender: n = 1,039; 2017 companies for which gender data available in 2019 plus Denmark, Norway, and Sweden; ethnicity: n = 533; 2017 companies for which ethnicity data available in 2019; average EBIT margin 2014–18.
³Gender: n = 1,265; 2019 companies for which gender data available in 2022 plus Canada, Colombia, Egypt, Israel, Italy, Malaysia, New Zealand, and Spain; ethnicity: n = 590; 2019 companies for which ethnicity data available in 2022 plus Canada and New Zealand; average EBIT margin 2018–22.
⁴Advantage/penalty for companies that are in the top quartile/bottom quartile of both gender and ethnicity.
Source: Diversity Matters Even More dataset



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Diversity and inclusion?



- Diversity is about recognising difference
- It's acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers.



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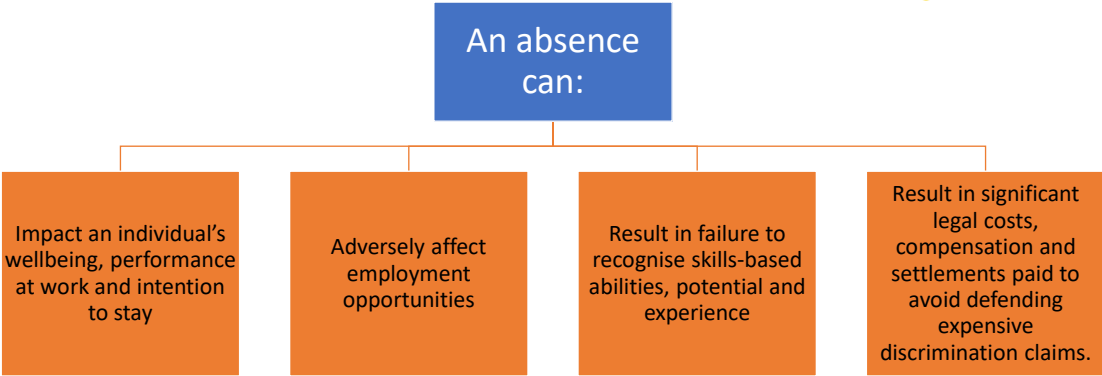


Diversity and inclusion?

- Inclusion is where people’s differences are valued and used to enable everyone to thrive at work
- An inclusive working environment is one in which everyone feels that they:
 - belong without having to conform
 - that their contribution matters
 - they are able to perform to their full potential
 - no matter their background, identity or circumstances.



Where it goes wrong



Getting it done ...



Strategy



Workplace



Communication



Learning



Measurement.

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Strategic approach



Strategy



Workplace



Communication



Learning



Measurement.



1. Recognise that a diverse workforce needs an inclusive environment to flourish
2. Ensure that initiatives and policies have the support of the board and senior management
3. Remember it is a continuous process of improvement, not a one-off initiative
4. Link the issue to the achievement of business goals and ways of addressing the diverse needs of customers
5. Keep up-to-date with the law and review policies through checks, audits and consultation
6. Design guidelines and provide learning opportunities
7. Mandate learning for managers
8. Link to other quality initiatives such as such as Investors in People (IIP), ISO 9001 Quality Management
9. Prioritise collecting and using good quality people data to identify barriers and solutions
10. Reflect respect and dignity for all in the organisation's values and ensure these are shown in the way the organisation and its employees operate on a daily basis.

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Workplace approach

- 1. Describe desirable behaviours to gain positive commitment
- 2. Make clear that everyone has a personal responsibility to uphold the standards
- 3. Embed inclusion and diversity in managers’ roles
- 4. Focus on fairness, inclusion and transparency, ensuring that merit, competence and potential are the basis for all decisions about recruitment and development
- 5. Be alert to the influence of conscious and unconscious biases
- 6. Introduce mechanisms to deal with all forms of harassment and bullying, making clear that such behaviour will not be tolerated and setting out the consequences of breaking the organisation’s behaviour code.



Strategy



Workplace



Communication



Learning



Measurement.

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Communication approach

- 1. Develop an open culture with good communication channels based on open dialogue and active listening
- 2. Ensure appropriate channels for employee voice and that different groups feel able to access them
- 3. Use different and accessible methods such as newsletters, in-house magazines, notice boards and intranets to keep people up to date with diversity policies and practices
- 4. Actively seek people’s ideas and take action on feedback.



Strategy



Workplace



Communication



Learning



Measurement.

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Learning approach

- 1. Build inclusion and diversity into training courses, management training and teambuilding programmes
- 2. Include diversity issues in induction programmes
- 3. Train managers to help them understand the issues and gain support



Strategy



Workplace



Communication



Learning



Measurement.



Measurement approach

- 1. Regularly audit, review and evaluate progress, using quantitative and qualitative data on both inclusion and diversity
- 2. Highlight where barriers exist (for example, via recruitment data) and show the impact of initiatives
- 3. Make adjustments where necessary
- 4. Use employee surveys to evaluate initiatives to provide a platform for improvement
- 5. Add inclusion and diversity objectives in job descriptions and performance reviews, and recognise and reward achievement
- 6. Benchmark progress against other organisations and explore what others are doing to adopt and adapt ideas where appropriate
- 7. Network with others from inside and outside the organisation to keep up-to-date and to share learning.



Strategy



Workplace



Communication



Learning



Measurement.



Summary

- A workplace encouraging equality, diversity and inclusion can help:
 - make it more successful
 - keep employees happy and motivated
 - prevent serious or legal issues arising, such as bullying, harassment and discrimination
 - better serve a diverse range of customers
 - improve ideas and problem-solving
 - attract and retain good people.



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Close

- Thank you!

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Session 3

- Coaching and Mentoring Fundamentals

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Mentoring (in the workplace)



- A relationship in which a more experienced colleague shares their greater knowledge to support the development of a less experienced person
- It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching.

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What is coaching?

- Coaching assists an individual to bridge the gap between where they are now, to where they would like to be, far more effectively than if they worked alone.



Benefits

Application of new learning – assisting transfer of new learning from the training room to the workplace

Breaking old habits – can ensure new behaviours are applied and embedded in the right way

Greater self-awareness – opportunity for reflection brings a greater appreciation of impact

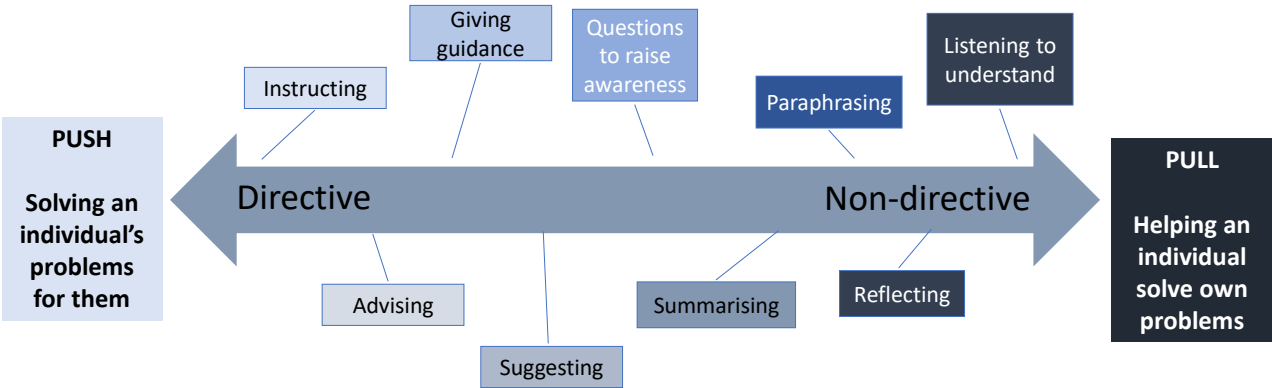
The chance to ‘offload’ – individuals greatly value the chance to talk about their role, its pressures, challenges and rewards, in confidence ...



Benefits

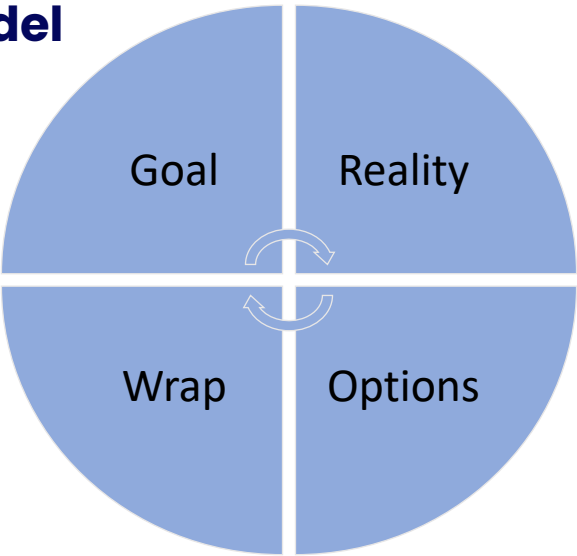


Non-directive coaching



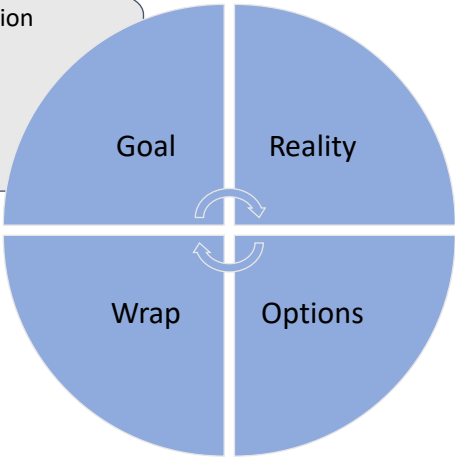


GROW Model



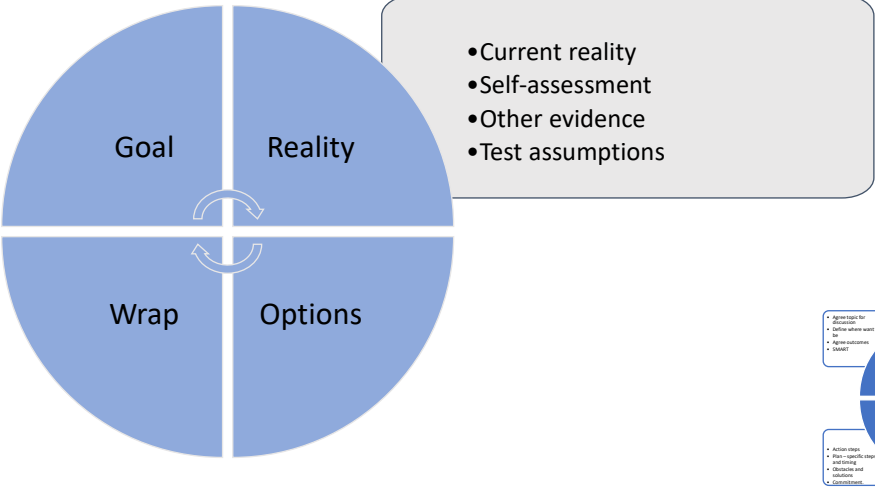
GROW Model

- Agree topic(s) for discussion
- Define where want to be
- Agree outcomes
- SMART

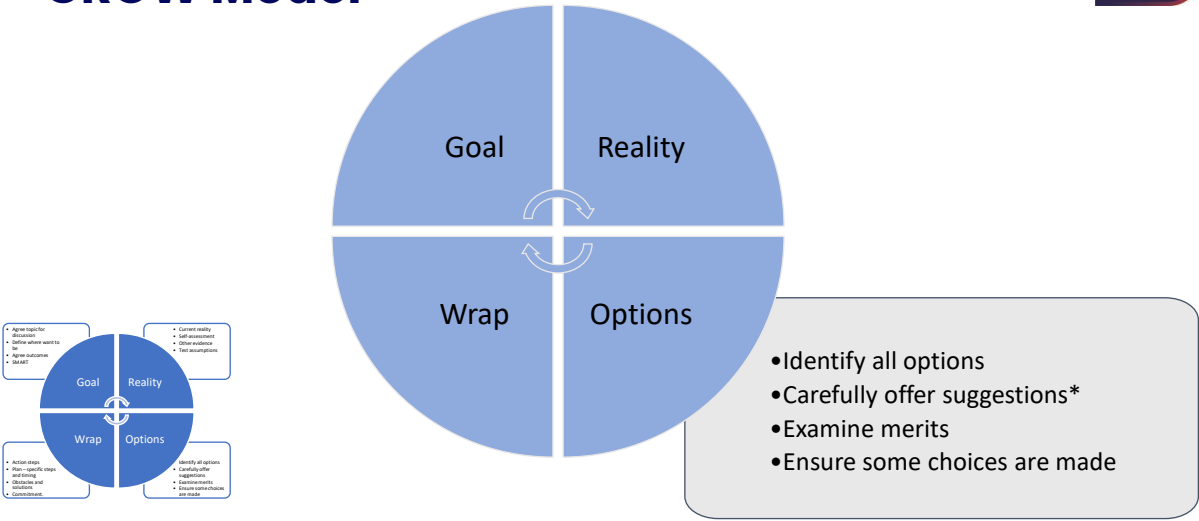




GROW Model

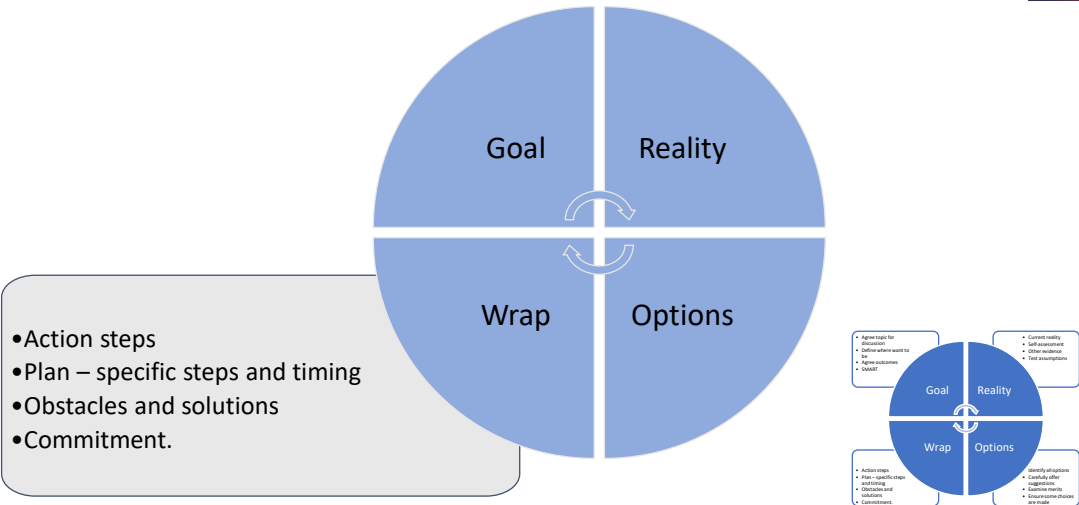


GROW Model





GROW Model



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Additional Materials

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Leadership

- [What is leadership? - With David Marquet - YouTube](#)
- [Turn the Ship Around!: A True Story of Building Leaders by Breaking the Rules: Amazon.co.uk: Marquet, L. David: 8601411904479: Books](#)
- [Leaders Eat Last: Why Some Teams Pull Together and Others Don't \(Audio Download\): Simon Sinek, Simon Sinek, Penguin Audio: Amazon.co.uk: Books](#)
- [Inside the Mind of a Master Procrastinator | Tim Urban | TED \(youtube.com\)](#)
- [How your power silences truth | Megan Reitz | TEDxHultAshridge \(youtube.com\)](#)
- [Most Leaders Don't Even Know the Game They're In | Simon Sinek \(youtube.com\)](#)
- [Admiral McRaven addresses the University of Texas at Austin Class of 2014 \(youtube.com\).](#)

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Wellbeing initiatives

- online sessions on related issues (stress, nutrition, etc.)
- yoga / exercise classes
- access to psychiatric help
- book club
- support local pet shelter!
- access to counsellors
- occupational health
- wellbeing teams
- choir / gardening / etc. groups
- subsidy for alternative treatments
- subsidy for chiropractors
- onsite gym
- a day a quarter for wellbeing
- sports and social club
- wellbeing group reflective of diversity
- financial and mental health wellbeing
- safeguarding and prevent policy
- EAP
- Wellbeing coordinator as a post
- TRIM (trauma training)
- OK9.

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Resilience and Wellbeing

- Csikszentmihalyi, Mihaly (1990). Flow: the psychology of optimal experience (1st ed.). New York: Harper & Row “a state of flow—a state of concentration or complete absorption with the activity at hand and the situation.”
- NHS health and wellbeing model NHS England
<https://www.england.nhs.uk/publication/nhs-health-and-wellbeing-model-2021-creating-a-health-and-wellbeing-culture-infographic/>
- Why resilience isn't always the answer to coping with challenging times
<https://theconversation.com/why-resilience-isnt-always-the-answer-to-coping-with-challenging-times-145796>
- Healthcare resilience: a meta-narrative systematic review and synthesis of reviews
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10514640/pdf/bmjopen-2023-072136.pdf>